GOLDEN JUBILEE

1869 1919

T. EATON Co. Limited

EATON'S
869 GOLDEN JUBILEE 1919

EATON'S
1869 GOLDEN JUBILEE 1919

GOLDEN JUBILEE

1869 - 1919

A BOOK TO COMMEMORATE THE
FIFTIETH ANNIVERSARY
OF
THE T. EATON Co LIMITED

BY

The Scribe

PRINTED BY
THE T. EATON Co LIMITED
TORONTO AND WINNIPEG

COPYRIGHT, CANADA, 1919
BY
THE T. EATON CO LIMITED
TORONTO AND WINNIPEG

T. EATON Co.
FACTORY
STORE
STORE
STORE
QUEEN ST.
YONGE ST.
ALBERT ST
JAMES ST.

THE TWO STORES OF THE JUBILEE— Eaton's in 1869 and in 1919

Digitized by the Internet Archive
in 2026

https://archive.org/details/goldenjubilee1860000unse

CONTENTS

PART I

THE YEAR THE STORE OPENED

	Page
Men and Events in 1869	3
Toronto Welcomes the Prince	6
The Prince Turns the First Sod	10
Albums and Antimacassars	12
Fashions of the Year '69	16
Winters Were Different Then	20
As Prices Went in '69	22
Where the Balls and Concerts Were Held	25

PART II

T. EATON & CO. MAKES ITS BOW TO THE PUBLIC

A Merchant in a Market Town	29
The Little Store at Yonge and Queen	32
"Cash and One Price Only"	36
"Satisfaction or Money Refunded"	38
Hours, Pay and Advertising	40
"Progress" the Watchword	42

PART III

FROM PAST TO PRESENT

Removal to 190 Yonge Street	47
The Beginning of Many Things	51
How Some of the Departments Began	57
An Employee Talks About Furniture	61

CONTENTS continued

PART IV

THE FOUNDER AND HIS SUCCESSOR

	Page
Timothy Eaton	69
A Few Things About Edward Y. Eaton	94
Sir John C. Eaton	100

PART V

EATON'S OF TO-DAY

The Eaton Policy	115
The Early Closing Movement	125
The Eaton Factories	134
The Mail Order	150
The Buying Organization	161
The Winnipeg Store	171
Aids to Good Service	183
City Advertising	203
Special Attractions	212
Welfare Work	222
The Eaton Part in the War	231

PART VI

THE CELEBRATION OF THE JUBILEE

The Store in 1919	267
Mrs. Timothy Eaton Unlocks the Door	272
The Features of the Months	277
A Tribute of Good Will	284

PART I

THE YEAR THE STORE OPENED

MEN AND EVENTS IN 1869

IT was the middle of the reign of Queen Victoria. Gladstone was Prime Minister of England. Tennyson, the Poet Laureate, had just published "The Holy Grail," and critics were busy praising the beauty and interpreting the meaning of the poem. In the United States it was the year when Mark Twain made his first bow to fame, and started everyone laughing over "Innocents Abroad"—the same year that General Ulysses Grant, hero of the Civil War, was made President.

Over in France, rumors of war with Prussia were being whispered. Napoleon III., nephew of the great Bonaparte, was nearing the end of his despotic rule. The influence of his beautiful wife as a leader of fashion was also on the wane. A contemporary writer says: "The Empress Eugenie still looks handsome at a distance but when you come near her, you discover that her face is thickly powdered and painted under the eyes, and her eyebrows are pencilled." For the first time in a quarter of a century her authority in dress was questioned. She elected to wear the panniers and frills which gave a youthful air to her appearance. But they failed to become the mode. Paris copied instead the mature and sedate polonaise introduced by the Princess Metternich, wife of the great friend of the Emperor. 1869 marked an epoch in the history of fashions.

Canada was only two years old as a Dominion. Confederation and the Fenian Raids were still very near and intimate events. Sir John A. Macdonald was Prime Minister ("the image of Dizzy," writes the Marchioness of Dufferin in her Canadian Journal), and Sir John Young was Governor-General. The insurrection of Indians and half-breeds under Louis Riel at the trading settlement at Red River was the

QUEEN VICTORIA
1869
SIR JOHN YOUNG
(BARON LISGAR)
GOVERNOR-GENERAL
1869-1872
C.W. JEFFERYS
HON.
JOHN SANDFIELD
MACDONALD
PREMIER OF ONTARIO
1867-1871
HON. W.P. HOWLAND
LIEUTENANT-GOVERNOR
OF ONTARIO {1868} {1873}
SIR JOHN A. MACDONALD
PREMIER OF CANADA 1867-1873

great political excitement of the moment, the rebels going so far as to capture Fort Garry—the "village of Winnipeg."

In the eyes of any Londoner or New Yorker who might chance to come this way, Toronto, doubtless, appeared a mere dimpled and rose-cheeked infant of a city. William Morris, the English poet and decorator, visited America about this time, and in his letters from Canada, published on his return to England, he says of downtown Toronto: "Generally, the building occupies but a small portion of the plot, the spare land being planted with trees or used as gardens. This gives a very enchanting appearance to the place, for not infrequently do you see next adjoining to some huge store, towering several stories high, a snug little shanty almost hid from view by the surrounding trees and shrubs."

But, according to Canadian measurements of civic greatness, Toronto had become by 1869 a very important commercial centre. It covered an area stretching from the Provincial Lunatic Asylum on the west to a considerable distance east of the Don. On the north, it had merged into the village of Yorkville. Railways and other smoky signs of industry had already monopolized the Esplanade. Jarvis street was established as a fashionable residential thoroughfare, lined on either side with handsome white brick houses. King and Yonge streets were given over to retail business, and Front and Wellington to wholesale trade. Mr. S. B. Harman was Mayor of Toronto, and Mr. William Howland was Lieutenant-Governor of Ontario, the latter being the first occupant of the new Government House at the corner of King and Simcoe Streets, accounted then as a very luxuriously appointed residence. The population of the city was close to fifty thousand.

The chief social event of the year in Toronto was the visit of His Royal Highness, Prince Arthur, Duke of Connaught—the third son of Queen Victoria. Concerning this, readers of "The Globe" were urged to "mark the occasion down with the reddest of red ink among the great events which have come and gone, and which will be to future generations of the people as landmarks in our history."

TORONTO WELCOMES THE PRINCE

A letter from Mrs. B———, of Toronto, to her mother in Niagara, telling of the visit in 1869 of His Royal Highness, Prince Arthur, Duke of Connaught.

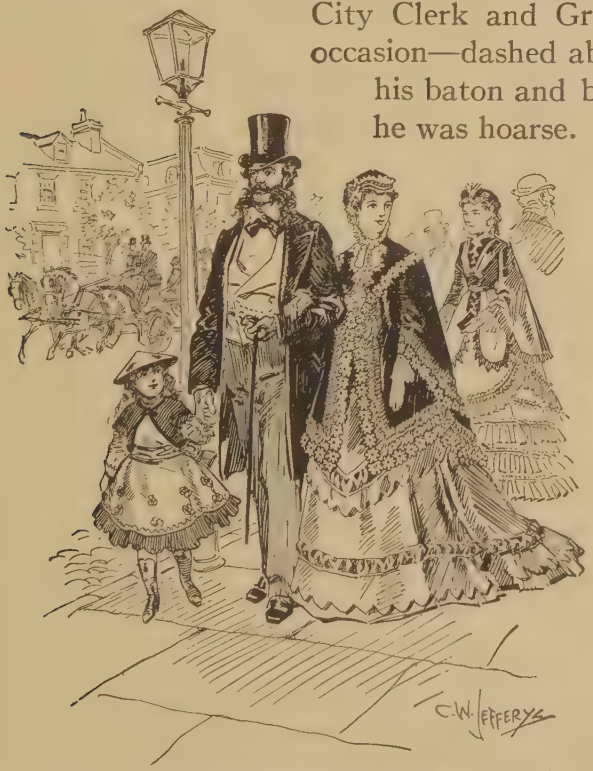
DEAREST Mamma:—Four whole days of best frocks and the National Anthem. This morning, everybody is yawning, pulling down decorations and putting away mementoes of the great event. In which respect we are better off than the poor dear Prince, who for some time to come will be permitted little opportunity of indulging in a yawn or resting from the welcomes prepared by the loyal subjects of his gracious mother. And only nineteen!—think of it. He doesn't look a day older than our Geoffrey. Fancy the irrepressible Geof. compelled to spend a precious summer listening to half-hour speeches from portly old gentlemen and dancing with be-jeweled dowagers or specially selected young ladies.

The arrival on Saturday afternoon was, of course, the supreme and "never-to-be-forgotten scene." Excitement worked up to a frenzy. Business of every kind was at a standstill, and everybody who could walk, drive, ride or be carried was out to see the procession. The whole outlying countryside immigrated to town for the occasion, and a great many Americans, I believe, came over from Buffalo, Rochester and other towns across the border. Carriages lined both sides of the route, with dense crowds of people on foot filling in the space in front of them. The streets were all ablaze with banners, flags and mottoes inscribed with "Long Live the Queen," "Welcome to Arthur," and other expressions of good-will to the Royal visitor. A stand was erected for the school children, and two magnificent

arches were swung across Yonge street, at King and at Queen streets.

It was at Queen and Yonge that we were lucky enough to get a place (Eleanor, Martha and the children; Jim was with his company of the 10th Royals), and we saw everything beautifully, though at the critical moment we were on the verge of being thrown out on our heads. The horses tried to stampede when the shouting began.

They say that at the Station, in spite of most careful arrangements, pandemonium was let loose; men, women and children broke through the cordon of policemen and overwhelmed the reception party; Aldermen had to scramble into their conveyances in the most undignified manner, and Mr. Carr, in his gay red scarf and official favors—the City Clerk and Grand Marshal of the occasion—dashed about wildly, swinging his baton and bellowing orders until he was hoarse. However, the cavalcade eventually formed into line and proceeded on its triumphal way.



Dundreary whiskers for men; silk and velvet mantles for women, and tasselled boots for little girls—the vogue in '69.

We got a splendid view of the Prince as his carriage reached the corner—a debonair young Englishman in a black coat, light trousers, white top hat, and a red flower in his buttonhole, smiling a bit shyly and very noticeably touched as

the cheering grew into a perfect explosion of enthusiasm. In fact, it was at the Queen street arch that the ovation reached its climax. The cheers were taken up all along the route, until the whole city seemed to be sending up one vast roar of welcome.

The concourse then proceeded down to Market Square. As they passed the Cathedral, the bells chimed "God Save the Queen," and at the entrance to the City Hall the cannon boomed out. We managed to slip into a space on King street west, and saw the party again on its way to Government House. This time we were better able to notice the rest of the distinguished company. First came the carriage with the Governor-General, Sir John Young, Mrs. Howland and Mayor Harman (the latter resplendent in green gloves). In the next with Prince Arthur was Lady Young, Sir John A. Macdonald and Mr. Howland. The aides and sundry familiar officials followed.

How I wish, dear, that you had felt well enough to be with us for the week. I shall tell you about our trip to Weston and other festivities later on. A much-neglected household demands my attention now.

Your affectionate daughter,

EMILY.

H.R.H. PRINCE ARTHUR, DUKE OF CONNAUGHT

From a photograph by Notman, taken on the occasion of the Prince's visit to Toronto in October, 1869.

THE PRINCE TURNS THE FIRST SOD

Letter from Mrs. B——, of Toronto, written to her mother in Niagara during the visit of His Royal Highness, Prince Arthur, Duke of Connaught, in 1869, and telling of his turning of the first sod at Weston for the Grey & Bruce Railway.

MY Dear Mamma:—We've all been tripping after the Prince like the children and the Pied Piper in Robert Browning's poem. On Monday we followed him out to Weston for the breaking of the first ground on the new railway. Laura had a slight attack of croup during the night, and I can assure you, I felt more inclined to lie abed than make an early start. It had been announced that the train would leave at half-past nine, and you may imagine our chagrin when we reached the station to find the time had been changed to an hour later. However, there were many others like ourselves, who in the rush had not read the new notice in the paper, so we managed to fill in the weary wait with gossipping and walking up and down.

I wore my new green poplin gown, and like it as well as anything Miss Hodgins has ever made me. It is remarkably plain, with simply a flounce of green taffeta bordering the polonaise—no crinoline, of course; just three underskirts of a stiff muslin. The basque bodice is in the nature of a coat, and has revers faced with folds of the taffeta, and a sort of jabot of creamy blond lace—quite a trim, trig sort of costume.

By 10.15 everybody was aboard the train—doctors, lawyers, merchants, chiefs, with their wives and their sisters and their daughters—such an assemblage, all in holiday attire. The Royal guest and the railway officials made the journey in a train behind us, the locomotive decked out with ferns

and plants like a peripatetic conservatory. At Weston, a special platform had been erected, and there we set ourselves in array for the ceremony.

A short distance off was the sod, already neatly cut, with a Union Jack stuck into the centre of it. Prince Arthur was presented with a silver spade, and, after the preliminary speeches, he stepped over to the sod and deftly transferred it to a handsomely painted wheelbarrow. On completing the dainty task he looked up rather apologetically at the surrounding crowd, and, seizing the spade again, he proceeded to dig in real earnest. But alas, the ground was hard, and the spade more beautiful than sturdy, and though he worked with will and muscle, the turf refused to budge. You should have seen the expression of dismay on his face. Whereupon a burly Weston farmer called out: "Use your foot, Prince."

Laughingly his Royal Highness acted upon the advice, and, driving in the spade like a skilled laborer, he soon dug out a good sized sod and tossed it proudly into the barrow.

Jack says the opening of this railway will be of great benefit to Toronto—for the expansion of city trade and the bringing in of produce from the country. But, coming back in the train, all that anybody had to say on the subject was, "Use your foot, Prince."

In haste,

Your loving daughter,

EMILY

ALBUMS AND ANTIMACASSARS

IT was the time when the photograph album with brass clasps occupied a place of honor on the drawing-room table—when the drawing-room itself was a staid and frigid apartment, reserved for the reception of visitors and the entertainment of guests. The family and the home-like spirit were wont to gather round the reading lamp in the dining-room.

Glass shades preserved the splendor of marble clocks and gilt ornaments. Antimacassars of wondrous form and pattern protected the coverings of chairs and sofas. And crocheted mats prevented shells, vases, etc., from scratching the walnut tables on which they reposed.

The whatnot, with its many spool-turned supports, was a popular piece of furniture, seeking to live up to its name in the numerous and diverse objects displayed on its shelves. The ottoman, the fender stool and the hard, beadwork cushion were likewise in evidence.

The glass epergne, with its many receptacles for fruit and flowers, was the fashionable table decoration. Food for the special occasion was highly elaborate in appearance, jellies assuming all manner of fantastic shapes; tongue, turkey and chicken being jellied and ornamented according to the instructions of Mrs. Beeton in her book on household cookery. The pyramid of macaroons was in great demand for evening parties.

Gloomy colors and huge patterns were the vogue in wall papers, and the favorite tan and grey carpet bore enormous floral designs in red, green and brown.

Basement kitchens were the order of the day, and maids staggered upstairs under the weight of silver-plated meat

platters and heavy tea-trays. She who boasted a dumb waiter was blessed among housewives.

There were no telephones. The butcher and grocer called for their orders each morning at the kitchen door. Invitations for the most informal of social events took the form of a polite note—delivered by the coachman or other messenger, or sent through the postoffice.

A LACROSSE MATCH IN 1869

Household furnaces were just coming into use. The open fire in the grate and the base burner in the hall with the pipe running through the ceiling, were the common means of heating a dwelling-place.

Running water in the house was a luxury of the future. The pump flourished as a modern convenience. Sauce pans, frying pans and boiling pots were of wrought iron or copper.

The lamp-lighter was a familiar figure on the streets at twilight, and the hodcarrier at work on the new building

went up and down the ladder with his hod on his shoulder, carrying bricks to the top of the wall and coming down again for more.

These were the days when a woman upon her marriage straightway adopted a sedate air and a bonnet with strings, indicating, by outward appearance at least, that youth and

ARCHERY AT THE GRANGE
A graceful pastime of a summer afternoon

its frivolities had been discarded with her maiden name. And to marry at eighteen was a common custom.

It was a period much given to the abbreviating of names. Maggie, Lizzie, Nellie, Allie, Millie, Gertie, Minnie, Susie, Jenny, Bella, Louie, Vi, Flo, Gussie, Connie—by such and sundry contractions were girls known in the school room and afterwards. The sterner sex came under the same influence. Toms, Dicks and Harrys were legion in '69. So, too, were Eds, Neds, Charlies, Jims, Jacks, Berties, Sams and Wills.

To preserve the old homestead was an ideal of family life, for the maintaining of which no sacrifice was accounted too great and no struggle too long. To mortgage or to sell the old homestead was to create tragedy. "If we could only dispose of the old place and get a flat or a nice compact little house," was a sentiment unknown fifty years ago.

Brain fever was a familiar malady—a common sequel to any disturbance of the emotions. Writers of fiction utilized it liberally in the embroidering of plots.

Croquet and archery were the fashionable games for women. But demanding no great action of arm or ankle, it was possible to pursue them in the ordinary garb of a summer afternoon, and chroniclers of that time have nothing to say of sports clothes. Picnics, too, were characterized by the same propriety of dress.

Lacrosse was the great game for men, the matches in Toronto taking place in the old Cricket Grounds on College Street. Some of the most exciting contests were those between the local players and teams of Indians from Brantford and other settlements.

Pressing autumn leaves was a diversion to which young women were addicted. Doing wool cross-stitch slippers for their men-folk was another.

Uncle Tom's Cabin was in the flush of its popularity as a play.

A railway journey by night afforded no better prospect for rest than such snatches of sleep as could be achieved in the ordinary seat of the day coach. The Pullman was not introduced in Canada until a year later—in August of 1870. Lady Dufferin, writing in her "Letters Home," on the subject of these new sleeping cars, tells of a dear, punctilious man in their entourage on a certain trip, who, in the desire to show politeness fitting the occasion, wore even his hat upon retiring for the night.

FASHIONS OF THE YEAR '69

LISTEN to Madame of '69 engaged in a confab with Mrs. G——, her dressmaker. Seated with backbone erect, shoulders gracefully drooping, both feet placed lightly but firmly upon the floor one just a trifle further forward than the other, she holds in her hand the sketch of the spring costume which forms the subject of discussion. She is saying she would like this toilette carried out in lilac alpaca, the polonaise a little fuller and slightly longer perhaps, and the scalloping at the edge substituted by a fringed ruching of glace silk. Mrs. G——, in the voice of authority tempered with respect of persons, takes exception to the ruching as savoring too distinctly of a house gown or carriage gown, and Madame, as she understands, wishes a costume for walking and general wear. She would advise adherence to the scallops, though she would suggest that the girdle be omitted in favor of a Gabrielle effect. Madame's small waist is so admirably adapted to the Princess line. The paletot being of the glace would assure the desired softness and elegance, and, if Madame so desired, a tucker of organdie or embroiderie Anglaise might be introduced to relieve the severity of the alpaca body when the paletot was removed. Madame endorses the idea, yea, goes further and doubts if the paletot itself is not a little too severe at the shoulders and might not be vastly improved by the addition of a pelerine or brettelles finished off with a knot of cinnamon brown ribbon to harmonize with the bonnet

"The lingerie of the late sixties strikes the present beholder as remarkably robust." This is a night-gown.

she has in view. These details are, however, left in abeyance until the occasion of the first fitting and Madame rises languidly and takes her departure with measured tread and slow—a finished product of Victorian propriety.

As she leaves, Mademoiselle and her Mamma arrive on the scene, and plates from Godey's and from Harper's Bazaar are again the subject of study. Mademoiselle is in desperate need of a new ball gown and expresses desire for ceil blue tarlatan, with panniers and puffed apron edged with pinked ruffles of blue taffeta, corsage outlined with pearl passementerie and sash of coral pink terry velvet.

Mrs. G—— asserts her resourcefulness with an alternative suggestion of apricot gauze with Watteau pleat and demi-train of armure satin, while parental counsel urges the simplicity of white tulle lavishly flounced and augmented by a diadem of rosebuds to wear in the hair. With a gentle pretence of halting between three opinions, Mademoiselle finally sets the seal of decision upon her own inclination towards blue tarlatan with coral sash, and arranges for the acquirement also of a coral satin burnoose bordered with white swansdown.

* * *

Polonaises and paletots, tarlatan and tuckers—to talk of the fashions of fifty years ago is to speak in an unknown tongue. Coats of the fancier sort we must term mantles and mantlettes, and those of severer cut we must call sacques and

Polonaise gown with paletot bordered with lace—from Peterson's Magazine 1869

jackets. Paletot must be used to signify the little light jaunty coatee designed as a supplement to some special gown. The long, close-fitting bodices finishing themselves off with sashes or scallops must be indicated as basques. It is the period when a dressing gown is spoken of as a peignoir, and a similar garment of a humbler and benighted type as a wrapper. A raincoat is a mackintosh, rubbers are goloshes, and corsets are stays. The materials that figure in the fashion journals must be described in such obsolete terms as cashmere, barege, gauze, tarlatan, Swiss muslin, sarsenette and wincey.

The modish silhouette for the spring of '69 is attained by a narrow shouldered polonaise with bouffant paniers surmounting an underskirt which is notable for the fact that it owes its support to petticoats alone. "Punch" and other humorists can get no more fun out of the crinoline. It has been cast into the limbo of things old-fashioned.

* * *

The children's clothing we see in this backward glance is frankly hideous. Costumes for boys and girls are grotesque in cut, and loaded with trimming. Little girls are veritable popinjays in miniature editions of grown-up toggery. As for the little boys, they wear skirts, lace collars and curls until they are five and six years of age. When they do reach the happy stage of graduation into coat and trousers, these new garments are but a travesty on the garb of boyhood—clownish pantalets topped by a blouse or jacket branded by the true ornamental touch of the dressmaker. Poor kiddies—how the photographer seems to glory in your sad array.

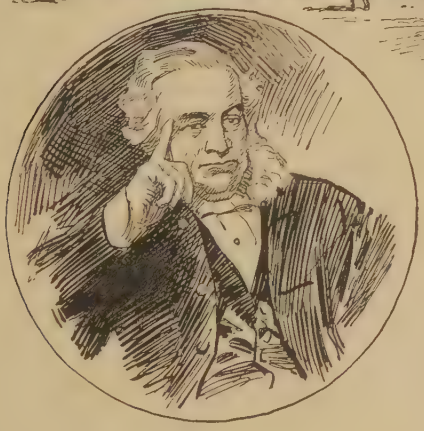
* * *

The lingerie of the late sixties strikes the present beholder as remarkably robust. Longcloth, profusely tucked and edged and inserted with embroidery, is the usual medium. The flannel petticoat is in its heyday. Underskirts are worn by the threes and fours. "Winter flannels" with high

necks and long sleeves, are as the laws of the Medes and Persians, from October to May. And for all but the gala occasion the balbriggan or cashmere stocking prevails.

THE CITY HALL IN 1869

Situated on Front street, east of Church street. In the rear was a large vegetable and fruit market—on the site of St. Lawrence Market of to-day



Mr. S. B. HARMAN, Mayor of Toronto in the year 1869

WINTERS WERE DIFFERENT THEN

THE jingle of bells filled the air. The crowd of sleighs on King street would become so great it was only with difficulty and danger the pedestrian could cross to the opposite side. Owners of spirited horses were wont to display their qualities on this fashionable thoroughfare, and protests against "furious driving" were common. One equipage vied with another in the smartness of its fur robes. Bearskins were the favorites, the finest being mounted on bright-colored felt—red, orange, green or blue. As for the sleighs themselves, their variety was legion. An advertisement of 1869 indicates some of the types in vogue at the time. Here is one:

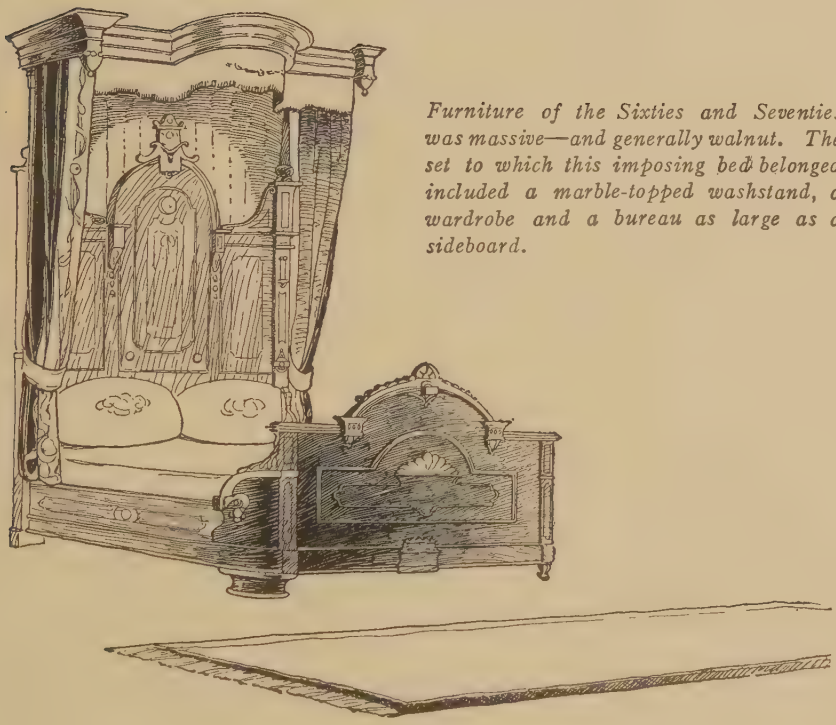
CUTTERS AND SLEIGHS OF THE LATEST AND MOST APPROVED STYLES

Handsome three-seated family styles.
New Style Phaeton Sleighs, with servant's seat.
Latest style Piano-box Cutters.
Portland Jumpers.
Democrat Sleighs, double and single.
Albany Swell-side Cutters.
Ontario Two-seat Family Sleighs.

But the sight of sights was the turn-out of the Garrison Driving Club on Wednesday and Saturday afternoons. The procession of sleighs which dashed gaily along through the principal streets was sometimes half a mile in length. The officers of the 13th Hussars made a gala show with their four-in-hands, tandems and pairs. The ladies, wrapped up handsomely in furs, were provided with foot muffs and hot water tins. At the end of the afternoon, the procession would dissolve into little groups of sleighs, which, betaking

themselves in various directions, would line up in front of certain hospitable houses, from whence would be brought out muffins, cakes and hot drinks of sundry kinds.

And one of Mrs. Grundy's most persistent queries was whether or no a young lady should drive in this public fashion with a young man to whom she was not engaged.



Furniture of the Sixties and Seventies was massive—and generally walnut. The set to which this imposing bed belonged included a marble-topped washstand, a wardrobe and a bureau as large as a sideboard.

AS PRICES WENT IN '69

ELEVEN cents a dozen for eggs, 16½ cents a pound for butter, 8 cents a pound for Ontario whitefish, 15 cents an hour for a carpenter to put up shelves, etc., $7 or $8 a month for an experienced general servant—such were some of the prices which contributed to the problem of making ends meet in the much-discussed year of 1869.

Coal was exorbitant: Egg size, $8 a ton, and stove size, $8.50—provoking general expressions of thankfulness that the winter was unprecedentedly mild. In summer, the season's supply of ice—a daily delivery of 10 pounds—added $5 to the household expenditure.

The rent of an eight or nine-roomed house in a "good locality" varied from $15 to $25 a month, according to the degree of "goodness" its situation represented, and to the measure of its attractiveness in the way of garden and layout of rooms. To buy such a residence implied the investment of $3,000 to possibly $4,500. Bachelors, students and other wayfarers paid $2 to $5 a week for board, the last mentioned sum suggesting comfort verging on luxury.

When it came to the making of a dress, French merino was 50 cents a yard, the best all-wool Scotch plaid was 45 cents a yard, and a dress length of real Aberdeen wincey cost $1.75. For the black gros-grain silk, heavy and handsome, which composed the piece de resistance of every well-to-do matron's wardrobe, you paid $1.50 and $2 a yard. For a "business suit" made by a King street tailor of established reputation, a man would be charged $16 to $18. Sets of ermine fur—tippet and muff—appear in advertisements of the period priced at $16 to $24, and sets of mink at $20 to $40.

Education as an item in the cost of living depended upon

the extent to which it went, and the manner in which it was provided. The family governess was a popular institution, her duties and remuneration being suggested in the following advertisement in a Toronto newspaper:

> Resident governess wanted, able to speak French fluently, and thoroughly competent to finish the education of two young ladies (17 and 14) in English, French, music and singing. Salary £90 per annum (or £70 without singing). Address Drawer 23, Cobourg, Ont.

The prospectus of Hellmuth College for Young Ladies stated that the charge for "board, washing and tuition, including the whole course of English classics, the modern languages, drill and gymnastics, except music and drawing," was $226 per annum. At Upper Canada College, the fee for tuition was $10, $9 and $8 per term, or for board and tuition, $45 the term. Pupils at the Toronto Grammar School paid $5.50 a term in the senior division and $4.50 in the junior "drawing, extra, $1."

As for incomes: Some few ministers in Toronto churches received as much as $1,500 a year (Rectory, Manse or Parsonage included). The average salary in 1869 for a male teacher in a City Public School was $600 per annum, and for a female, $250—this, of course, without board. Physicians charged their patients $1 per visit. Buyers in wholesale and retail establishments received approximately $1,000 to $1,500 a year. Salespeople, men, got $6 to $8 per week; women, $2.50 to $4. Office boys, ambitious and otherwise, were content to start life on $1 a week.

ON A FINE DAY BETWEEN LECTURES

Students at Toronto University chatting in front of the stately doorway—sometime during the late 'sixties. Their dignified appearance well justifies the remark made a few years ago by an elderly professor, to the effect that undergraduates of bygone days looked much older than those of the present.

WHERE THE BALLS AND CONCERTS WERE HELD

WE are reminded of that night when Patti sang. Carriages are rolling up Church street, past St. James' Cathedral; down Church street, past St. Michael's Cathedral; eastward and westward along Adelaide street, converging finally at the northeast corner of the two thoroughfares, and depositing wealth, beauty and fashion at the door of the Mechanics' Institute. On the grand staircase within, a brilliant concourse is slowly ascending to the Music Hall above.

It bears a distinguished record among public stairways. Only a month or two before, Prince Arthur of Connaught passed up thither to the Citizens' Ball, given in honor of His Royal Highness. Nine years previous, the Prince of Wales, with his noble entourage, mounted the same steps to that other illustrious ball which endowed so many fair ladies with a cherished memory of having danced with the heir to the Throne. Feminine Toronto, in its youth and loveliness, trips lightly up with fluttering heart to the hops and concerts the dashing 13th Hussars and other regiments are wont to hold in the hall. To the musical coterie it is the stairway leading to whatever rapture may be drawn from the performances of such American and European artists as include the Queen City in their tours. The general public know it well, as they proceed to an entertainment by the Swiss Bell Ringers, perhaps, or by "special talent" procured by the lodge or fraternity to which they swear allegiance. And, as you may imagine, or possibly, indeed, as you may remember, on this night in '69, when Mlle. Adelina Patti, "world-renowned and unrivalled concert vocalist" sings—assisted by a classic pianist, a noted English tenor, a French violinist, and a German basso profundo

—all the world and his wife and family wend their way up its wide-flung steps.

* * *

There is a portico over the doorway now, but limousines do not sweep up as frequently as did the cabs and broughams of fifty years ago. We read "Public Library" where "Mechanics' Institute" was once inscribed across the facade. The demand for new books is a demand for Barrie, Bennett, Galsworthy, Wells, Rinehart, and the Georgian poets, when in the days of the Institute Library, at the time of which we have written, the call was for Dickens, Trollope, Mark Twain, Miss Braddon, Harriet Beecher Stowe, Tennyson, Whittier and Longfellow. The carved acanthus leaves on the oak bannisters are handsomer than ever in their mellow age. It is a more sombre and serious throng, however, which passes up the grand staircase. And, by the irony of fate, the Music Hall, converted into a Reading Room, is under the ban of silence.

The old-time stateliness of the hall lurks, notwithstanding, in the dusty recesses of the vaulted ceiling, and the fine old cornices beg leave to whisper of other days. And while the walls, like the complexions of those who danced there in the flush of youth, are now, alas! faded and lined, traces of former beauty still remain. Aurora and her chariot, Ceres and her cart, the Three Graces, and the figures of Music and Art—triumphs of decoration when the place was in the heyday of its fame—appear yet to good advantage against the murky pink background. The busts of Sir Daniel Wilson, Sir John A. Macdonald and Professor Goldwin Smith, ensconced at the sides of the stage, are so little hurt by the passage of time as to seem in very truth, immortal. Newspapers and periodicals row upon row bespeak 1919 and the turbulence thereof, but we glance around almost apprehensively. We feel that ghosts of 1869 and the earlier sixties must often view the scene from the deserted vantage of the musicians' gallery.

PART II

T. EATON & CO. MAKES ITS BOW TO THE PUBLIC

A MERCHANT IN A MARKET TOWN

TWO generations ago, the farmer exercised his privileges as a customer, without money or a cheque book. When he drove into town on market day to buy boots, nails or groceries, he paid for them in butter, eggs, pork or potatoes. Sometimes this payment reposed in his wagon at the door, and the bartering was done then and there. Just as often it did not. In seeding time and through the winter months, he obtained the groceries and other commodities on the promise that he would deliver the produce in the summer or fall. Barter and credit were the basis of business in a market town.

It was natural that store-keeping in St. Mary's would not satisfy the young merchant, Timothy Eaton, who dreamed of doing great things in mercantile life. The surrounding county of Perth had long been one of the richest agricultural districts in Ontario. The bulk of his trade was with farmers, and the system of selling on credit, involving heavy investment, pulled heavily on his narrow financial resources. The small inflow of cash allowed no means for expansion of business.

Moreover, under such conditions, he despaired of shaking free from the prevailing habit—twin to bartering—commonly known as "dickering." Farm produce not being standardized as to quality, the fixing of its value became a matter of negotiation between buyer and seller. Picture Messrs. Farmer and Storekeeper in this debate on the monetary worth of farm stuff versus the price of merchandise for which it is being exchanged. The transaction if not spirited or turbulent, was at least slow and tedious. The merchant, through necessity of satisfying his customer by "coming down a bit" was forced to make his "asking price" more than the price

upon which he intended finally to agree—another factor in prolonging and intensifying the discussion. Conceive of the time wasted in the process, and of the small chance of a square deal all round.

Seeing visions and dreaming dreams of a wider scope and a more straightforward way, Mr. Eaton laid plans for removal to Toronto. Here, in a community where incomes were derived weekly, monthly or quarterly, instead of waiting for the harvest, it would be possible to sell for cash. With cash at his disposal he could buy more largely and more advantageously. With no capital tied up in extending credit to customers he would be enabled to extend his business. With the elimination of bad debts, he could sell at a lower profit—a distinct benefit in the competition for new trade.

Furthermore, under these circumstances it would be easier to introduce the idea of a fixed price—to fulfil his long cherished ambition to mark all merchandise with plain figures and sell it for "one price only."

When he came out from Ireland to Canada as a youth of twenty-three, he settled in St. Mary's, because members of his family were already there. Twelve years later he sold his share in the business in the little market town, and on December 8th, 1869, T. Eaton & Co. was opened in Toronto at 178 Yonge street. The reproduction of the Store's first advertisement as it appeared in "The Globe" supplies interesting detail concerning the new enterprise.

1869.

GOODS.

H E

STMAS

LE!

CESS.

RTMENT

ALL DAY.

rgain in Silks

N THE CITY,

& Co.'s,

EAST.

D

SALE!

PRICES:

$1 75	each
5 50	"
6 75	"
7 50	"
8 75	"
7 50	"
9 00	"
10 50	"
1 00	"
50	"
00	"
	"
	"
	"
er yd	
	"
	"
ress.	
	"
	"
00	"
50	"
	"

RETAIL DRY GOODS.

BUSINESS SOLD.

I have sold the entire stock of Dry Goods in the Britannia House, corner of Yonge and Queen streets, to Messrs. T. EATON & CO., who will continue the business in the same place, where it has been carried on for the past ten years, and bespeak for them the cordial and generous support of all my friends and customers, assured that they will conduct the business in such a manner as will give every satisfaction.

J. JENNINGS.

Toronto, December 8, 1869.

NEW DRY GOODS BUSINESS!

T. EATON & Co.,

Have purchased from Mr. JAMES JENNINGS his

ENTIRE STOCK OF DRY GOODS,

At a very considerable reduction from the cost price, which amounts to several thousand dollars, every dollar of which they propose to give to those customers who may favour them with their patronage.

With excellent facilities for the importation of their Goods from the British and Foreign Markets, they hope to secure a moderate share of public patronage. Nothing will be wanting on their part to secure this end, by the constant exercise of energy and attention to the wants of their customers.

They propose to keep a well-assorted Stock throughout the year in all

STAPLE HABERDASHERY

AND OTHER GOODS.

SOUND GOODS, GOOD STYLES AND GOOD VALUE,

Will be points that will always have their attention. In the meantime, they propose to offer from the present Stock, by way of clearing it off rapidly, and making way for their Spring Imports, the following inducements:—

Over 4,000 yds. WINCEYS from 5c per yd.
Over 13,000 yds. FANCY DRESS GOODS, newest styles, from 10c per yd.

MOURNING GOODS, STAPLES AND FLANNELS,

Will be given at the same rates. A large lot of new

Velveteen and other Jackets,

VELVET BONNETS, HATS,

And all Millinery Goods, at EXACTLY HALF the market price.

We propose to sell our goods for CASH ONLY—In selling goods, to have only one price.

We invite an examination of our Stock—and to all we offer our best services.

T. EATON & CO.

GROC

NEW

Are received "Toronto Tea C... retail at wholesa...

☞ A trial and invited.

NEW.

Are always choicest gr... ground fresh Customers of Company.

☞ A tri... invited.

NEW

Raisins, Curr... Grapes, Nut... nuts, &c., ca... Toronto Tea ... lowest prices ...

☞ A trial invited.

THE TORONT...

188 YONG...

FIVE DOORS NORTH ... 4 6

IMPORTAN...

III'G

99 ELIZA...

ON SATURDA...

The ... ort...

A NE...

PROVIS...

AT NO. 99

When he will ... well-selected ... and qu... and sell... better v...

How come heavy ...

Pl...

99

CHIP...

THE FIRST EATON ADVERTISEMENT
as it appeared in the "Globe."

THE LITTLE STORE AT YONGE AND QUEEN

IT was a cold, dry Wednesday, that 8th of December, 1869, on which Mr. Timothy Eaton unlocked the door for the first time in his little store at the south-west corner of Yonge and Queen streets. The name carried no magic. It was new in this part of the world. The place boasted nothing in the way of appearance—24 by 60 feet in size, fronted by two show windows which blinked at you with many small panes of glass and much criss-crossing of woodwork. The location was several blocks removed from the fashionable shopping district of King street where flourished various imposing establishments devoted to dry goods, china, furniture and jewelry.

But the Bay had frozen over the day before: there was an energising snap to the weather. Christmas was near: the public was in a buying mood. Yonge and Queen had once been the intersection of the two great military highways of Upper Canada; it was now one of the busiest corners in Toronto. Moreover, in the opening announcement of the Store, winceys were advertised to clear at 5c. a yard, "newest styles" in fancy dress goods from 10 cents up, and velveteen and other jackets, and velvet bonnets and hats at exactly half the marked price. The little fledgling of an emporium did not lack for visitors. The curious who loved to see any new thing, stopped and went in. Also the provident, who loved to save a penny on a purchase.

"I often recall to mind your first advertisements in your new Store on the south-west corner of Queen and Yonge," writes an old Torontonian. "The ad. I refer to was for Dolly Varden Shawls at $5.00 each, one of which I bought and had for many years. I also remember the sale of sash

ribbons at the same time, at 10c. a yard, which had many eager buyers, myself being in the crowd."

Eaton prices made the Store's first customers.

But put on a hooped skirt, a plush mantle, and a little pancake of a bonnet, and step inside to see for yourself. Better open your wrap: that box stove in the corner is doing its work well. Come along past the counters where the small wares are displayed. Very good-looking kid gloves, aren't they? A splendid assortment, too, of laces and of stockings. And, think of it—women's linen handkerchiefs for 10 cents, and men's for 16 cents! Over here are the piece goods—prints, factory cottons, red and white flannels, beavers, whitneys, French merinos (for 40 cents a yard), waterproof tweeds ($1.20 a yard, regular $1.75). Take a seat and let one of the salesmen

In the vicinity of Trinity College

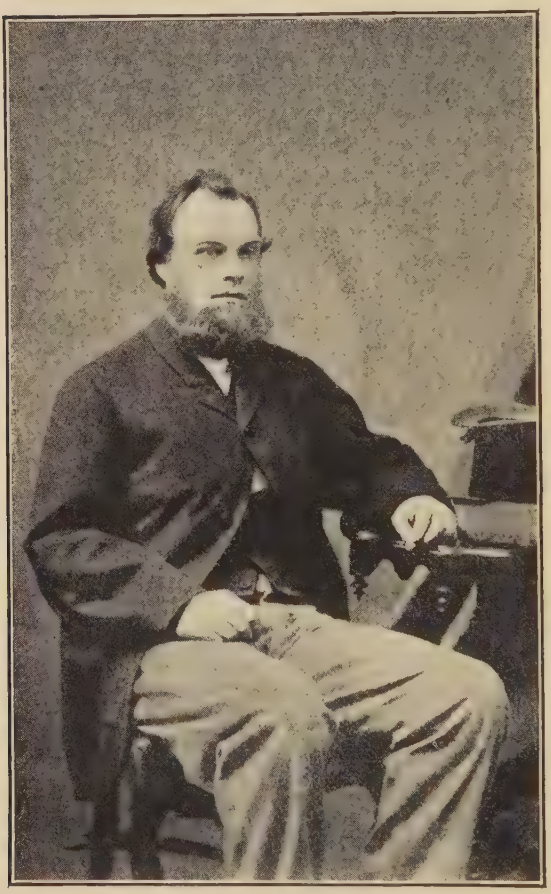
Paris said "feathers" in '78—for bonnets as well as hats

show you what beautiful qualities the serges are. And have a look before you go at the millinery and mantles on the tables in the centre. Didn't you say that you needed a cloth jacket? Surely there'll be one that you'll like among these. None that you care for—not this with the pelerine? I am certain we have one to suit you. What about this tight fitting affair in navy blue pilot cloth, trimmed with Persian lamb? Notice that it's well lined with red flannel, and you can feel how thoroughly the seams are whaleboned. It is a perfect match to the blue in your tartan skirt and the bow on your bonnet. You feel yourself it is exactly the coat you've been looking for, don't you? What is that you say: "You'll take it if you can have it for little less money"? Very sorry, but that's something which can't be done. "One Price"—it's plainly written on the ticket—is a rule of the Store; no exceptions. You must realize what an excellent value the jacket is at $7.00. You'll take it, will you? You want it charged? Sorry again, but this is a strictly cash business. "How extraordinary," you say? "I've accounts

in all the other shops where I deal." Yes, it's unusual, but nothing is to be sold which is not paid for when purchased. A great pity to lose the coat, though, isn't it, when it fits so well and pleases you, generally. You think you'll take it, will you? Certainly, it can be sent. Richmond street—number what? That is your bill. Please pay at the desk over there. Good afternoon.

"CASH AND ONE PRICE ONLY"

THE appearance of the modern tank waddling over trenches and shell holes was scarcely more surprising than the introduction fifty years ago of this idea of selling only for cash at fixed prices. It was the habit of butcher, baker and dry goods man to render quarterly or half-yearly accounts. Householders, large and small, rejoicing in the privilege of deferred payment, lived under the shadow of bills, monstrous through long accumulation. Moreover, "dickering" was not confined to St. Mary's and other rural communities. It was still in evidence in city and town. The price paid for an article invariably represented that particular sum which merchant and customer had agreed upon after more or less discussion. Nor was it only the shrewd or grasping soul who engaged in these mercenary combats—who talked the salesman into letting his merchandise go at a lower figure than that first quoted. One



MR. TIMOTHY EATON

This picture was taken in St. Mary's a few years previous to his removal to Toronto—the earliest photograph of Mr. Eaton which his family possesses.

hears interesting tales of the skill with which dignified matrons would dicker for a satisfactory price on a silver cake basket or a Paris bonnet. A vivid picture has been drawn of a certain gentle-mannered lady in lavender kid gloves and silken raiment, emerging, demure and ingenuous, from a shop in which she has achieved the knocking off of many dollars on what she has bought.

This accomplishment on the part of the shopper of bringing down the price was viewed in the light of self-preservation. The idea prevailed that the merchant offered his wares at the highest figure he felt he might obtain. It was a common notion that people reputed to be rich were charged considerably more for what they purchased than the poor and ordinarily well-to-do were charged for the same thing.

MRS. EATON

From a photograph taken shortly after her marriage to Mr. Eaton and while they were still in St. Mary's.

When Mr. Timothy Eaton refused to adopt the charge account and marked his goods in plain figures with one unchangeable price he stood out among his fellow store-keepers in Toronto as an idealist—an oddity. Failure was predicted for his new policy. Who could run a successful store on a "No-Credit" basis? It was a wild dream, they said.

"SATISFACTION OR MONEY REFUNDED"

TO get public trade, you must win public confidence, was one of the principles on which the foundation of the business was laid. And to capture that confidence, the young Irishman, Timothy Eaton, set out with a banner inscribed with the simple device—Reliability!

The Eaton slogan, "Goods satisfactory or money refunded," was greeted as a strange cry when it fell on the shopping world fifty years ago. "Caveat Emptor"—"Let the buyer beware," was a maxim more readily understood through long acceptance of its warning. According to the established order of things, a merchant's responsibility for the article he sold ceased at the moment it passed from his hands. If you bought a pair of gloves which proved upon wearing to be tight in one finger, you could not be certain of redress from the shop where you purchased them. Though the silk you chose by daylight proved lamentably unbecoming by night, it must remain irretrievably yours, to be worn or to be given away. Should something warranted "fast color" prove to fade under the practical test of laundering, it required a glib tongue to present your case in a way to obtain compensation. In some shops it was possible to exchange a purchase. But the re-buying was limited to merchandise of an exactly similar nature. Another size, another style, another color—only in such might the difference consist. If the desired variation were not procurable, the favored customer might possibly receive a "due bill" with which to make other purchases in the same establishment. But such a thing as returning your money—unthinkable!

Thus it was gradually borne in upon the public mind that to a purchase made at the Eaton Store were attached sundry and signal advantages—"Goods satisfactory or money

refunded" gave a customer the privilege of exchanging a purchase which in any respect might not prove all that the customer desired. The amount previously paid on a coat might be re-spent on a hat and gloves. Yea, if no suitable exchange could be made from the stocks on hand, the money would be cheerfully returned. Before long there was general acceptance of the Eaton claim: "A Child Can Safely Shop in This Store."

"No Madam, it is half cotton," said Mr. Eaton on one occasion, overhearing a salesman inform a customer that a certain fabric was all wool. The incident was typical. That merchandise must be exactly as represented, and that it must be represented exactly as it was —this was a principle the Eaton employee must early take to heart. It was something the customer came to rely upon finding within the walls of the little store. It played a big part in the winning of public confidence.

A Stroll in old Moss Park Shuter St. in 1876.

HOURS: PAY AND ADVERTISING

ACCORDING to custom in retail stores in 1869, the daily hours of labor in T. Eaton & Co., were 8 a.m. to 10 p.m., and 8 a.m. to 12 p.m. on Saturdays. It was required, moreover, of an employee that he be punctual and regular. Mr. Eaton himself knew punctuality as something more than a pleasing virtue. Time had been measured with an iron rule in the old days when he was apprenticed to a draper at Portglenone near his old home, Ballymena, in Ireland. On one occasion when accompanying his employer on a business trip to a town nine miles distant, the lad was allowed half an hour to himself with instructions to be at a certain spot at 5 o'clock. On the stroke of the appointed hour, beholding young Timothy approaching, but not yet arrived at the place of meeting, the draper drove home without him.

In the opening year of the Store, the Eaton staff consisted of two men, a woman and a boy. Wages for the men ran from about $6.00 to $8.00 a week, and for the woman in the neighborhood of $4.00. The boy, whose duties varied from chores and messages, to the unlocking of the door at 7 in the morning and locking it again at 11 at night—including the lifting down and putting up of the wooden shutters—was in receipt of $1.50 a week. Mr. Eaton did the buying, visiting the wholesale warehouses for that purpose from 9 to 12 a.m. each day. No customer who had not succeeded in getting what she came in to buy was permitted to leave the Store until the clerk had reported to Mr. Eaton the reason she had not been satisfied. Efficiency in salesmanship implied the making of every effort to please a customer without in any manner importuning her to buy.

Hand bills were the chief medium of advertising. In

bold type and astounding values they were notable documents, compelling the attention of any reader possessed of a remote interest in dry goods and bargains therein. Occasionally, there was resort to pictorial treatment, with medieval flights of imagination to press home the desired point.

Extreme care marked the distribution of such literature. A certain man who as a small boy assisted in the task of delivering the hand bills from house to house has keen recollections of the injunctions laid upon him regarding the exact manner of their folding and the necessity of lodging each bill well and truly under the door. Supervision of the work was liable at any unknown moment.

There was a happy absence of guile in the display of goods in the shop and windows. For one particular period of an early date the doorway was flanked on either side by large baskets containing respectively thread at one cent a spool and neckties at five cents each. From sturdy nails in the woodwork were suspended the folds of merino, cashmere and other fabrics presented for view in the show windows. Parasols arranged in jaunty attitudes frequently served as a fancy touch. And at all times price tickets were a prominent feature. In fact it was in the "door dressing" of Eaton's and neighboring firms that the battle of competition waged fiercest. Should one combatant announce an unprecedented value in prints at 3⅝ cents a yard, his opponent would promptly thrust out several pieces of equally attractive appearance with a card blazoning forth their price as 3 cents a yard.

"PROGRESS" THE WATCHWORD

BETWEEN the years 1869 and 1871 the population of Toronto jumped from 49,000 to 56,000. In 1874, it was 69,000—twenty thousand people added to a young city in five years. '69 was known as "Railway Year." It brought into being the Toronto, Grey and Bruce, a narrow-gauge railway which, in affording easy transportation facilities for the towns and country to the West, opened up a new field for city trade. The progress which followed Confederation was taking visible forms. Commercial prosperity bespoke itself in the opening of new streets and the building of many beautiful homes. The times were favorable for an enterprise which dealt with the supplying of personal and household needs. Contrary to many prophecies, and in the face of innumerable obstacles, the Eaton Store and its unique policy took root, held its own, and finally broke into blossom.

"Progress"—fair days and foul, Mr. Eaton maintained it as one of his watchwords. And in the business at 178 Yonge street, it ultimately found practical expression. In 1876 the building was extended 40 feet at the rear, the addition reaching to the grounds of Knox Church. The acquirement of new space was followed by the introduction of a stock of carpets, oilcloths, blankets, and quilts. In 1877 the second floor of the Store was obtained and laid out as a showroom for millinery and mantles. It was opened with a formal display which lasted for several days, the only fly in the ointment as far as the milliners and mantle makers were concerned being the lack of hand-mirrors. "We couldn't persuade Mr. Eaton that they were necessary," says one who was on the staff in those vital days. "He couldn't understand that a woman wants to see if the back of her hat is becoming. We were forced to enlist the sympathy of Mrs.

Eaton, and beg her to use her influence on our behalf. She always showed a gracious interest in the employees—and the mirrors were installed: two of them."

Whitewear and jewelery were now being sold. A man with a small wagon drawn by a pony had been instituted as a regular delivery service, making two rounds of the city daily and three on Saturday. The sales staff had increased to twenty people. The box stove had been superseded by a furnace. In contradiction to general custom, the hours of closing had been cut down from 10 p.m. to 6 p.m. every day but Saturday. And Mr. Eaton was doing his own buying in Europe.

The first delivery wagon of T. Eaton & Co.—drawn by the pony "Maggie"

PART III

FROM PAST TO PRESENT

REMOVAL TO 190 YONGE STREET

IN August of 1883, the removal took place to the site of the present Store. Eaton business had continued to grow until it reached that point where the little shop at the corner was palpably too small for it. Bounded by Knox Church on the west, Queen Street on the north, and Yonge Street on the east, expansion in any of these directions was out of the question. The prospect of any considerable extension of territory to the south was limited. Mr. Eaton viewed with greater favor the possibilities of Page's Block on the same side of Yonge Street further north—"one of the finest blocks of retail stores in the city," says a writer of that period. Erected by the Honourable John Hillyard Cameron in 1856, Alderman Sheard had been architect. Finally, purchase was made of the three lower stores of the group, a frontage of fifty-two feet with a depth of ninety-six feet, and work was soon under way for tearing down the old stores and putting up the new one. Considering the handsome appearance of the building this was deemed a very surprising action on the part of Mr. Eaton. But when the great modern panes of plate glass were installed, the imposing facade became a matter of public pride—regarded with approval by all who had an eye to civic advancement. Possibly the only one who failed to appreciate the dignity of the new exterior was the chief of the house furnishing departments. His memory is still green regarding the protests he encountered when, according to the custom of the time, he proceeded to make a display of carpets by rolling out strips of tapestry and Brussels from the upper windows and tacking the loose ends on the sidewalk below.

In 1884, Toronto celebrated its semi-Centennial as a city. Amid a great outburst of decorations, fireworks and

The Page Block on Yonge St., between Queen and Albert Sts. to which T. Eaton & Co. moved in 1883, the new Store erected by Mr. Eaton, covering the section occupied by the three shops at the south end of the Block (the left hand of the sketch)

enthusiasm, visitors and citizens paid tribute to its progress in the past and prophesied big things for the future. Well was it justifying its Indian name: Toronto—a place of meeting. Nearness to Niagara Falls ensured many tourists. Travellers and trade from the St. Lawrence and the Great Lakes flowed in and out of the stations and docks. By 1885, the population had increased to one hundred and twenty thousand.

And as it is recorded of the city at this time that "Its growth in wealth and its substantial improvements were

very remarkable," so do the records of T. Eaton & Co. go to show that the Store, responding to the new and greater needs of the community, darted ahead to wide and successful service. From the date of establishment in the new premises, the story is a long reiteration of betterment, expansion, and addition—stretching out in new detail like the venerable rhyme of "The House that Jack Built."

190 YONGE STREET, AS IT APPEARED IN 1883

At that date the plate glass windows and the large light-well in the centre of the interior were regarded as something very fine in store equipment

THE BEGINNING OF MANY THINGS

IN 1884, the first Eaton Catalogue was printed—a booklet six by nine inches, containing 32 pages of Store values compiled for distribution to visitors to the Industrial Exhibition. A picture of 190 Yonge street on the cover was its only illustration. The Eaton Catalogue for 1919 is 10 by 13 inches in size, with 588 pages and 8,811 illustrations.

* * *

With the filling of orders received from this catalogue began the Mail Order Department, consisting of one woman to select the merchandise and a boy to wrap the packages for shipping. The Mail Order in Toronto to-day has its own stock of merchandise and a staff of 2,140 people.

* * *

In 1885, the first telephone was installed—number 370. At the present time the telephone service in Toronto includes a Bell Telephone private branch exchange with 120 central lines connecting departments, 132 direct lines to departments, also a local system of 600 lines operating between departments of the Store, Mail Order and Factories.

* * *

1886 was a red letter year in innovations. It was at this date the Saturday afternoon closing in July and August was inaugurated—while the mercantile world of Yonge and King Streets looked on with doubt and wonder. In July of the same year the Queen Street section was added—31 feet frontage running back 184 feet. The Eaton advertisement in the "Telegram" of July 29th, treats of the matter in a sprightly manner, thus: "The new building is progressing finely; tore out the west end of second floor yesterday to build into new store. Third floor end torn out a week ago. No placards or bands. We did it quietly. No effect on

goods or trade. Put a barricade up before tearing. The new addition is one and one fifth times larger than the present Store. Walk around to Queen Street and take a look. You will be surprised." With this addition, over an acre of floor space was obtained. In 1919, Jubilee Year, the Eaton buildings in Toronto contain floor space of over 60 acres.

MR. TIMOTHY EATON

From a photograph taken soon after his coming to Toronto from St. Mary's.

* * *

The same year of 1886 marked the installation of the first passenger elevator— a convenience extended only to customers "going up," the idea being that, once upstairs they should be encouraged to see as much as possible of the various displays by walking down. Though one of the earliest elevators in Toronto, it was a plunger, and while built on a small scale was quite handsome and ornamental in appearance. As a novel bit of machinery, it was treated for some little time as a sight rather than a convenience. With wax figures as passengers, it was run up and down throughout the first day

for the benefit of the large crowd of onlookers. At the present time, the Store has thirty passenger elevators, forty-five freight elevators, and eight escalators.

* * *

It was at this period Bargain Day was born. Mr. Eaton entering the Store one morning on his return from a trip to Europe was mystified by the sight of women thronging into a department on the second floor. Inquiring the reason, he was told that $5.00 and $6.00 coats were being featured at $2.00 and $3.00 each—a clearance of "odd lines." He watched the crowds: saw the tables cleared of the coats: saw the women go away happy. "The very thing!" he exclaimed. "Just the idea I wanted."

MRS. TIMOTHY EATON
From a photograph taken at the same time as that of Mr. Eaton on the opposite page

Thereafter, clearances of broken stock became a regular feature—chiefly at the end of each week when the odds and ends left over from the selling of the previous days were offered at reduced prices. Then came

the Saturday half-holidays in July and August. With the object of relieving this special rush of business on Saturday mornings, the weekly clearances were advertised for Friday as "Early Closing Price Attractions." They were continued on this day afte the holiday period was over. And by 1890 Friday Bargain Day was established as an all-year-round institution—one of the unique and far-renowned drawing-cards of the Store. With the creating in 1919 of the all-day Saturday holiday in July and August, Thursday has now become Bargain Day.

* * *

In this notable year of 1886, the number of Eaton employees was 150. To-day, in Toronto alone—Store, Mail Order and Factory—they number over 16,000.

* * *

On the evening of September 29th, 1889, citizens and exhibition visitors were invited to a Grand Promenade Concert given in the Store, the Band of the Queen's Own Rifles supplying the music—no selling, only sight-seeing, the special features of attraction being the lighting of the Store by electricity, generated on the premises, and the automatic cash system just ready for operation.

* * *

1889—First of the James St. sections added to the Store —three floors and basement.

* * *

In 1890, the first Eaton Manufacturing was done—the making of whitewear. The "factory" was a room on the third story of the next door store to the north, and the machinery eight sewing machines. Eaton factories in Toronto now cover over 19 acres, operate over 5,000 electric power machines and employ 6,411 workers in Toronto, these plants being supplemented by others at Hamilton and Montreal.

* * *

On October 8th, 1891, the firm became a limited

stock company and changed its name to that by which it is now known: The T. Eaton Co., Limited. It was early in 1891 that the six o'clock closing was extended to Saturdays.

* * *

In 1893, an Eaton buying office was opened in London. This was followed by the opening of one in Paris in '98. At the present time the Company has similar organizations at New York, Zurich, Manchester, Belfast, Leicester and in Yokohama and Kobe, Japan.

* * *

In 1893 the Albert Street section was added.

* * *

In December, 1895, the Store closed for the first time at six o'clock during Christmas week, and the year following the usual custom of remaining open in the evenings at Easter and Exhibition time was abolished.

* * *

1896—The T. Eaton Co., Limited, acclaimed as "Canada's Greatest Store."

* * *

1900—Mr. John Craig Eaton became Vice-President of the Company, succeeding to this office on the death of his brother, Mr. Edward Y. Eaton.

* * *

In 1901 the printing of the Catalogue was done for the first time on Eaton presses.

* * *

1903—The Mail Order moved into its own building on the north side of Albert Street. It now occupies larger premises on Louisa Street.

* * *

In 1903 the pneumatic cleaning system by which dust is sucked up by vacuum was introduced.

1904—5 o'clock instituted as the Store's hour of daily closing.

* * *

1905—The Winnipeg Store was opened.

* * *

1907—Mr. John Craig Eaton became President of the Company—on the death of his father, Mr. Timothy Eaton, which occurred on January 31st of that year.

* * *

1907—Store extended north on Yonge Street to Albert Street.

* * *

1909—The Mail Order organized with its own stocks of merchandise, and divided into departments.

* * *

In 1914, and through the years of the war, 2,200 Eaton employees in Toronto enlisted for military service, 1,101 enlisted from the Winnipeg Store, and 26 from the foreign buying offices, a total of 3327.

* * *

1916—Distributing Warehouse for heavy merchandise opened at Saskatoon, Saskatchewan. In 1918 a similar warehouse was opened in Regina.

* * *

As New Year's Greeting for 1919, Sir John Eaton announced the full day holiday with pay on Saturdays of July and August, and half-day holiday on other Saturdays throughout the year.

* * *

In 1919 the building of a Mail Order Branch at Moncton, N.B.

* * *

1919—The Celebration of the Store's Golden Jubilee.

HOW SOME OF THE DEPARTMENTS BEGAN

THE great oak grows from the little acorn. We accept the fact with wonder. But some of the departments seem to have outdone even the oak tree in respect of big results from small beginnings. To quote a few of many examples:

There is the Store's Restaurant system. It includes a Cafeteria seating five hundred persons at once, and serving often as many as five thousand persons daily; a well-appointed Grill Room, and Manager's Lunch Room, with a seating capacity in all of four hundred and fifty, and serving over two thousand in a day; an Employees' Cafeteria, a "Quick Lunch Room" in the basement, and numerous series of soda fountains. This mighty service sprouted from a sixteen-foot counter at which three attendants dispensed ice-cream and sodas during the summer months.

That was in 1891. In 1892, realising the large amount of cream required for the making of these refreshments, Mr. Eaton's imagination leaped to the pleasant prospect of an Eaton Farm. With little ado, he set out with the manager of the drug department, of which this counter was a feature, and after inspecting various properties, purchased at Islington a farm stocked with twenty cows. Henceforth, the ice cream and ice cream soda were made from the cream produced under the Store's own auspices. At the end of the season, however, the farm produced also a problem: what to do with the cream in the cold weather? The aforesaid manager suggested oyster stew. It was decided to try it. An unused portion of the basement was whitewashed, mirrors hung on the walls, and tables, chairs and cooking apparatus installed. The public evinced their appreciation of the idea by consuming about 500 bowls of

stew a day—10c. a bowl with a few biscuits. Shortly afterwards, a slice of pie was put on the menu—5c. extra. Finally the cups of tea which were then being served upstairs at one side of the light well were brought down to bear company to the soup and pie, this leading gradually to the institution of a 25c. dinner.

But the electric griddle and boilers on the tables behind the screens gave out much heat. Despite the introduction of tubs of ice at the four corners of the room, the atmosphere grew warm beyond comfort. The fact came to Mr. Eaton's notice. Orders went out that new quarters should be found that night. On the morning of the day after the lunch room opened in adequate, airy premises on the Fourth Floor. The man who was head of the department at the time considers that he holds the record for speed of shifting locations. He confesses that the scheme for removal had long

Fashion in 1885 said "No surrender" where formality was concerned, and the summer costume relaxed not a whit from boned bodices, draperies and bustles. The little kiddy looks neither easy in mind or body—a less willing martyr to style than her elders.

been ready for hatching—that he merely waited "the word from the 'Governor.' "

* * *

In the winters of thirty years ago, men as well as women affected furs, and every well-constituted overcoat was accompanied by collar, gauntlets and cap of Persian lamb, otter or beaver

Selling nuts at Hallowe'en started the Grocery Department. Ambition to run such a department had no part in the matter. In fact, the idea was distinctly refuted. "'Tea and Candy' sounds like a grocery store. But it isn't. We stop at that." Thus reads an Eaton advertisement for these commodities appearing in the "Telegram" of April 8th, 1890. However, the success of nuts at Hallowe'en lead to their re-appearance at Christmas — accompanied this time by raisins. The demand for both was immense. About the same period, the Store became the Canadian representative of an English firm—growers of the finest India and Ceylon teas on the market. The selling of tea became a strong feature. When canned fruits and vegetables were added to tea, nuts, and raisins the onward march to a Grocery Department could not be stayed. Today, to call it one of the most extensive retail grocery businesses on this continent, is well inside the truth.

* * *

Come to the Store to buy yourself a pair of eyeglasses. First, your eyes must be examined by one of the Eaton oculists—specialists of wide repute. Then comes the grinding of the glasses from his prescription—another call for professional workmanship—and your own choosing of the frames. Shall they be gold, gold-filled, celluloid, or devoid of rims entirely? Finally the fitting of them on your nose by experienced fingers. So goes the procedure in to-day's Optical Department.

But 'twas not ever thus. Those whose memories are keen, can sight a time, not more than thirty years ago, when you bought your spectacles at the jewelry counter with less time and trouble than you gave to buying a gold watch or a silver teapot. You read a few lines of type through an apparatus which could be adjusted like opera glasses. At the adjustment which gave you the clearest vision of the type, you cried a halt. It indicated the stock number of the lens which would suit you best. Did you wish spectacles or eyeglasses? Here were both in the size required. A brief inspection and the purchase was completed. Such was the manner in which this department began—at the present date, the largest business in the world for the retail selling of glasses.

AN EMPLOYEE TALKS ABOUT FURNITURE

HE has been the head of a department for many years now, but the responsibilities of one of the biggest retail furniture businesses in America have not dimmed the humorous twinkle in his eye, nor smoothed out the Irish brogue of him. He loves to hark back to the days when he and his department were young. Here is the story as we got it from him one busy morning:

"In the year 1891, early in the month of April, I became an employee of T. Eaton & Co. My first start was in the oilcloth department, and as every one was anxious to keep me busy, I was unrolling and re-rolling oilcloth. However, when there was a customer in sight I generally forgot the job that seemed for exercise only. After a few days, I found that it was necessary to work overtime, for when a sale was made the customer was generally queried as to whether they required any oilcloth laid; if so, it was usual to call at the house and do this before supper, although the charge for the whole room would not be much more than is charged for laying a few yards at the present time.

"After a month or six weeks experience in this department, I transferred to the Brussels carpet section. After a few months in this department, I became sufficiently expert to assist in the cutting room. But I was to have more experience in other sections of the House Furnishing Department, and was transferred to Curtains, Shades and Drapery. Then we could take a roll of shades home with us and deliver them to a house on our way, many times getting as much as 60c. for putting up a half-dozen shades. My education in this department being about completed, I was then put to assist the manager of the bedding section,

The Queen St. entrance in 1886 when the first addition was made to 190 Yonge St., converting the Store into an L-shape building

who was also sole salesman. I might say that the space occupied by some of these departments was not very large; this section consisted of two spaces about 16 feet square, in which was displayed a half-dozen mattresses, a dozen or two of pillows, a few black enamel beds which were of the latest importation from Birmingham, England, and to make a complete department there were also blankets and comforters. These were shown in fixtures that did not look much like the present day ones; they consisted of the best packing cases we could find in the receiving room.

"Well, with all this experience, I was one of the family, and allowed to listen or take part in some of the discussions around the manager's desk after closing hour. Some of these were very interesting, more especially when the manager one night told us he was going to be married and furnish a house in the fields on Brunswick Avenue, and that it was going to cost a lot of money, as that day he had been looking around furniture stores and getting some prices. A suggestion was made that he would go into the furniture business, and then be able to buy at wholesale prices. And, by Garry! he thought the idea was a good one, so next day (as he told us afterwards) he went to the Private Office

and asked for some money to start a Furniture Department, and after some difficulties his request was complied with. He then wanted to get in touch with some one who understood something about the furniture factories, and I suggested a man who was then making bamboo easels and such stuff for our Picture Department, as he had been a cabinet maker in some of the out-of-town factories. Mr. M— had him fixed for a trip that same night, going with him to Guelph, Waterloo, Seaforth and other towns, where furniture factories were located. They did not find many factories that were anxious to sell to T. Eaton & Co. However, they succeeded in buying a couple of carloads and returned home happy.

"Very little thought was given to the Furniture Department until the first car arrived. Then a space was cleared in the Carpet Section, and the first load came up the lane running off James Street to an elevator of not very pretentious size. We soon found that the larger pieces could not be accommodated on the elevator without being uncrated, so

Mr. M— put me to this job of receiving and unpacking the furniture. Between the loads I had some spare time to wait on customers, and on this first furniture day I happened with a newly married couple from East Toronto, who wanted to furnish a complete house and I sold $150.00 worth, which was then a lot of goods.

"Then my difficulties were just starting; I went to the manager and told him these goods had to be delivered next day in East Toronto. He said, 'Go and see the Delivery', I did so, and they did not receive me with open arms; they said they could not deliver furniture as they hadn't any suitable kind of a wagon, so I came back and reported to Mr. M—. He then told me to go to the Express stand and hire a wagon. This being late in the evening, I deferred visiting the Express stand until the following morning, but on my way there I called into Grand's Auction Stable and found they were just selling an old express wagon. Some one had bid $7.00, and I thought it looked like what I wanted and bid $8.00, and was then declared the purchaser. I just had sufficient money to pay for the wagon.

"I then returned to our stable man to see if he could supply a horse and harness for my new wagon, and he informed me that a horse had been left in to be kept for his feed, and I could have him if I wished. I looked him over and thought he might do, so I searched for a set of harness which I was successful in getting, and then went for my wagon to the Auction Stable. Now all complete I started for the little back elevator, and after considerable labor got my load completed. But I could not let so valuable an outfit out of my own hands, so I took the lines and started for East Toronto.

"The roads were none too good but we arrived at the house and unloaded, got some feed from a feed store for my horse, and then returned to the Store again, reaching the back elevator about six o'clock, but was advised not to try to deliver another load that day. So I deferred this until

the following day, completed everything in the house and left our new customer very satisfied. For the next few days business was growing quite rapidly, and the manager realized that I could not be receiving goods, delivering and selling goods and be where he wanted me, so I was appointed to look after the receiving and shipping, which position I had for a few years.

"While this was going on building was progressing around the Store; an addition was put up on James Street, then a further addition fronting on Albert. This new space the Furniture Department shared with the factory. During these building operations every able bodied man in the House Furnishing Department assisted, and many a hard hour's work was put in in carrying joist and flooring from one story to another; in fact the only part we did not take, was carrying brick in a hod. The usual command our manager gave was 'Be Quick,' and this was as well understood as any military order of today. Looking over the stock fixtures of today I am often reminded of what we then had to do. Should a partition wall be required to divide off an additional office or stock room, the House Furnishing Departments were called on to carry bales of wall paper to make the division wall. When a department was being moved from one position to another in the Store the 'Be Quick Gang' were always on the job.

"By now we had no difficulty in buying goods from almost every manufacturer. It is surprising to look back on the quantities we then ordered. Rocking chairs and parlor tables were received in thousands and special bargains in these were offered at $1.10 each, tables and chairs that would readily sell for $3.00 to $4.00 to-day.

"Good roads or good streets were very rare about this time; some of the old block pavements were almost impassable, more especially for the wagon delivering furniture. It was a usual thing to ask customers what condition their streets were in, and many a time I have gone out and assisted the

delivery man to carry furniture two or three blocks from a main street. In fact, Brunswick Avenue on which Mr. M— resided was in such condition that almost the baker refused. However it reminds me of what I heard on a Grand Trunk train between two country folk. When they came to Toronto Junction and inquired if this was Toronto, the conductor stated, 'No, we have to go to Union Station!' They seemed very much amazed and one said to the other 'It beats the band how this place has grown since Eaton's built the Store.' "

PART IV

THE FOUNDER AND HIS SUCCESSOR

TIMOTHY EATON

By Augustus Bridle

IT is difficult for an outsider to get a clear focus on Mr. Timothy Eaton, and it would be still more difficult for anybody who intimately knew him to make a faithful transcription of so unusual a character within the limits of a brief sketch. A man of such complicated simplicity of character as Mr. Eaton was born to be variously interpreted. Biography in Canada is a doubtful art. We have laborious lives of many public men written for historical series that nobody cares to read. As a rule what is most humanly interesting in these men is lost in the unhuman accumulation of political debris. There is scarcely a public character in Canadian history whose biography has not been depreciated by too much politics.

One of the most important facts about Timothy Eaton is that his guiding star, whatever that may have been, kept him out of politics. If his biography ever comes to be written, it will be the story of a man and his times, with which the lobbyist and politician will have nothing whatever to do. It will be a story of intense personal interest. Timothy Eaton travelled much, he worked hard, he studied men, he analyzed society and business, and evolved principles of conduct both for himself and for others which powerfully affected his day and generation in mercantile evolution. He looked into the future and built now for what was likely to come. He had vision, intuition, and sound common sense. But he made no pretense of being a man of remarkable culture, he never handed out omniscient interviews to the press. And although he had a rather dogmatic way of stating his own beliefs, it is not on record that he was in the habit of trying to cram these into the lives of other people.

THE OLD HOME OF THE EATONS, NEAR BALLYMENA, IRELAND

***The birthplace of** Timothy Eaton. It is situated in the townland of **Clogher**, County of Antrim, on land owned and tilled by the Eaton family for several generations.*

There were times when Mr. Eaton had as much to do with his church as with his business. He made for himself not only his own mercantile system, but his own financial machinery and his own place in society, in church and in public esteem. He had his dark days and his cold relentless struggles against forces unsympathetic to his genius. He knew that he was born to fight, but he found such a curious combination of benevolence and efficiency in all his campaign of reformation that he felt sure he was born also to win—not merely money, business success, social prestige or public eminence, but the Greatest Good to the Greatest Number—a principle which he himself enunciated as a maxim in the business.

When you analyse the diverse qualities of this man's character, you discover one great composite motive in his life:

Timothy Eaton lived the belief that the world and all therein is, was made to increase the welfare of the individual man, and to perfect the human race. This was no theory with him, but an evolutionary fact in action.

He was born in the north of Ireland. His birthplace on a well-to-do farm, was at the Townland of Clogher, near Ballymena, County of Antrim. The youngest of nine, Timothy was born just two months after the death of his father. He grew up among a system of so-called national schools, one of which he attended at Ballymena.

About the time Timothy went to school came the potato famine when men left Ireland because of hunger, and the hard times were still on when he was apprenticed to a marriage relative of his mother, a man named Smith, who kept a general store at the village of Portglenone on the River Bann, which found the sea at the port of Coleraine. The Smith store was a college of hard work. The young apprentice had a bed under the counter, took down the shutters at break of day and put them up long after dark in the winter. On Saturdays, he opened the store at five in the morning to catch the marketers on the road to Ballymena. He closed

near midnight when the last of the returning marketers had clacked away home. On Sunday behold the sturdy, blue-eyed youth trudging through dust, mud or snow ten miles to Clogher to change his clothes and go to the kirk for a dour, Calvinistic sermon. Sometimes his employer drove

THE SHOP WHERE MR. EATON SERVED HIS APPRENTICESHIP
It was in this draper's shop, at Portglenone, near his home in Clogher, Ireland, that the founder of the T. Eaton Co., "learned" the business of store-keeping. Mr. Smith was the owner in Mr. Eaton's day.

past him on the road. Timothy seldom presumed to lift his eyes for a ride—and he never got it. But he was always back at the store Monday morning eager to complete his apprenticeship. He made great headway at the store, and served some years of his apprenticeship with Mr. Smith, but much against his employer's wish did not complete his full term.

The young man had dreams; and neither the Smith store, nor Portglenone, nor Ballymena, nor the County of Antrim, nor all of Ireland was big enough to work them out. He wanted a new world. He was dreaming of a big store in which he would not only transact a great business, but would also treat his workers like human beings. Two of his brothers had left the land of famine and hard times for Canada. When Timothy Eaton quit the Smith store, his employer gave him £100, the customary suit of clothes, and a bonus of a silver watch. Timothy packed his box, bade good-bye to Ballymena, and followed his brothers to Canada.

Glen Williams, in Halton, Ont., was the first little burg where he unpacked his emigrant box. Here he was a clerk. His first citizen place was Kirkton, near St. Mary's and London. Here he kept a small general store, bought farm produce and teamed it to the centres mentioned. As strong of body as most of the Irish-Canadian near giants in that part of the world, lifting bags of wheat was no hardship to him.

Here comes an early symptom. Remember that he was born and bred a kirkman. Clogher developed in him a profound veneration for the Sabbath. No Mosaic Hebrew ever had the fear of God and respect for the moral law more firmly inrooted than the young storekeeper of Kirkton. But he was unsatisfied with his religious experience. He began to criticize himself. He wanted a more personal religion. When a Methodist revival came to Kirkton, to the amazement of all who knew the strong-willed storekeeper he became a regular attendant at the meetings. On the Calvinistic stock he grafted the Methodist growth. He joined the Methodist Church, of which until the day of his death he remained a pillar.

He soon looked for a larger field than Kirkton and chose the town of St. Mary's. Here in partnership with his brother James he opened a general store and married Margaret

Wilson Beattie of Woodstock, Ont., who after a lifetime of inspiration to his great work survives him at the age of 77. In St. Mary's he encountered on a larger scale that ill-starred trinity of discouragements to any merchant who wanted to be a common-sense reformer—the Barter System; the Credit System; and Beating Down Prices. He knew them all. He made a big effort to get rid of them all by trying to educate his customers to the simple method of doing business for cash. But money was much rarer than virtue in those times, Banks were few and bankers conservative. There were more goods than money when pounds of butter could be converted into yards of gingham without any formality of finance except the entry on a book or a due-bill. In spite of his efforts at reform his ledger continued to show at least two dollars credit business to one of cash.

Of a peculiarly sociable temperament he made himself familiar with the lives of the people. He drove his horses over all roads, went to fall fairs and Christmas trees and anniversaries and was a joyful spectator of all the celebrations when running and jumping, wrestling and throwing the sledgehammer were on everybody's programme. He knew the problems of the farmer, the land clearing, the stump grubbing and the drainage, the rotation of crops, the raising of cattle and horses. To him the land and all that it produced was the basis of all economics. And many years after he left St. Mary's for the city he invested in a farm which he often visited not as a mere tired business man but as a practical farmer.

Again he was at the end of his tether. Timothy Eaton always knew when he had begun to outgrow his environment. He never believed that a moderate success was good enough—"considering everything." He wanted 100 per cent. of opportunity. In selling out of St. Mary's he was bold enough to take a long chance. The times were hard. It would have been easier to hang on and grow up with the town, among a people famous for thrift and industry. He chose to let go.

Toronto was the goal. The Toronto of '69 was no Promised Land. It was a small college city of banks and warehouses and mid-Victorian Tories who wore furbelows, took snuff, read long novels and danced Sir Roger de Coverley. Only a man with the moral courage of John Knox could have chosen it as a field for bargain days and page advertisements. The full story of how out of a little store and five clerks Timothy Eaton created and built up one of the greatest public-service organizations in the world is told elsewhere in this volume. The man himself remains.

In the early days in Toronto, Mr. Eaton spent part of each morning at the wholesale houses. He was a careful student of values and in those days the merchandise that went on his shelves was far different from that which is bought and sold to-day. We must remember, almost by a trick of the imagination, that it was the day of the hoop-skirt. This formidable article came in two sizes, according to the number of wires in each. One morning Mr. Eaton bought a consignment of these skirts in both five and six wire sizes. The skirts actually arrived in the Store before the merchant got back. Mr. Eaton looking over the lot remarked that his chief clerk had already sold one.

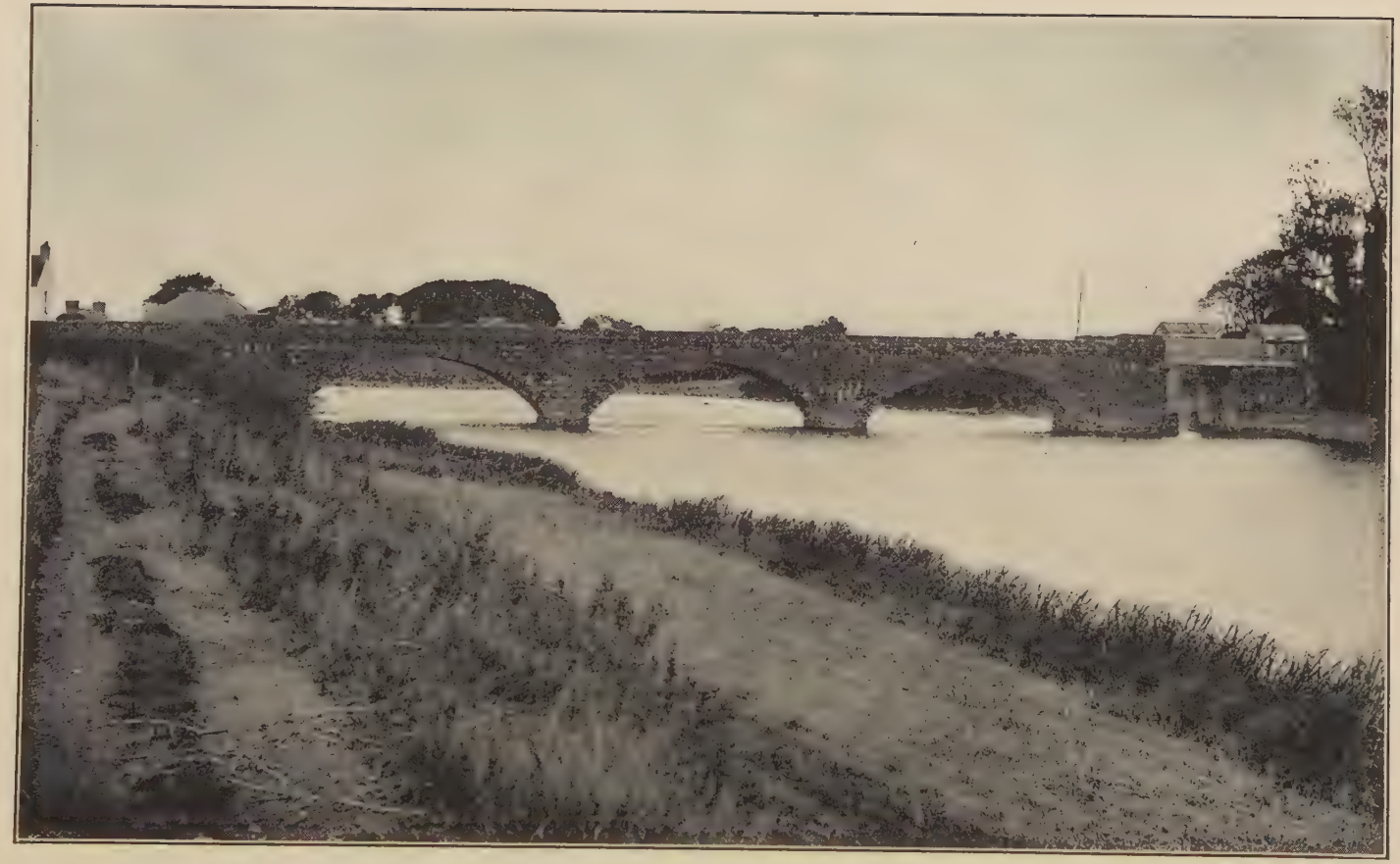
"But I'm afraid Tom——"

"I beg your pardon sir"

"I say, I'm afraid you've sold a six-wire skirt for a five-wire price."

"I'm afraid you're wrong, Mr. Eaton."

There was a brisk argument on the subject. Tom refused to be convinced and got his coat to leave, asking for payment of his salary in full. Mr. Eaton asked him to put on his coat and remain. The clerk refused. Six months later Mr. Eaton made an ineffectual attempt to open conversation with the ex-clerk in a restaurant. Tom was adamant. They drifted apart. It was thirty years, in the year of 1900, before they met again, this time in Queen's park when Mr. Eaton, driving in his carriage and famous as a "merchant



THE BRIDGE OVER THE RIVER BANN, THAT RUNS BY THE TOWN OF PORTGLENONE

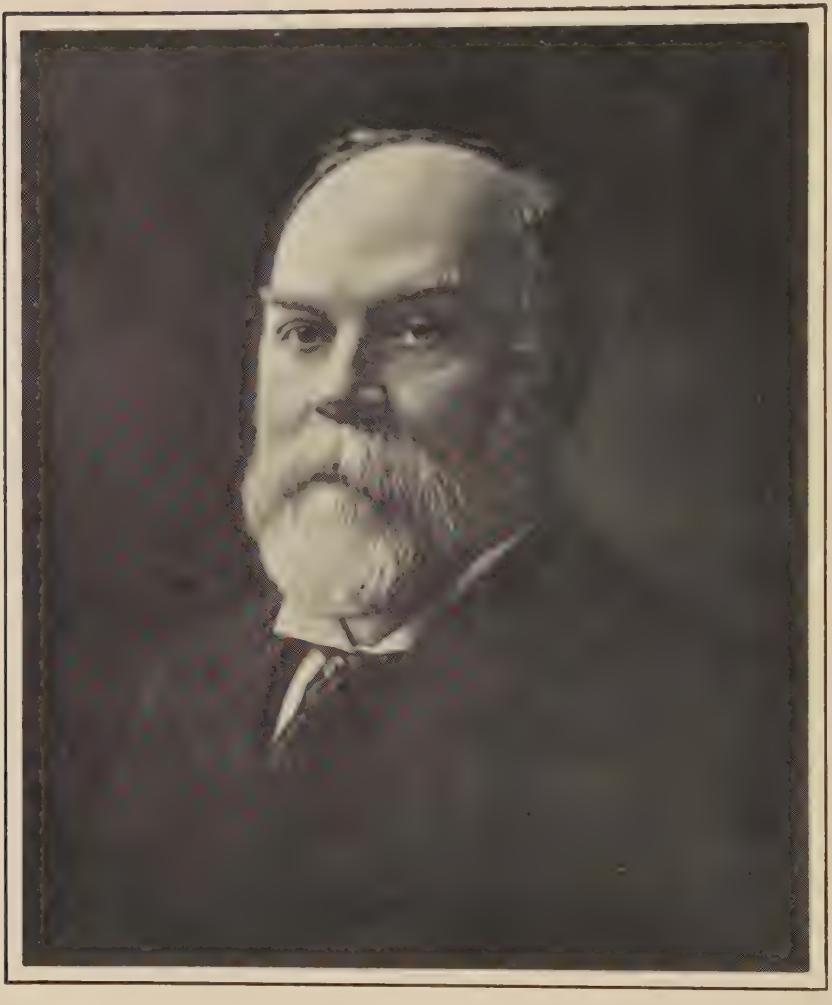
This bridge, near the shop where Mr. Eaton served his apprenticeship, connects County Antrim—in which Portglenone is situated—and County Derry.

prince" overtook Tom, stopped the horses and shook hands with him. It is not recorded whether or not the merchant made a formal admission in the beginning of the present century that the aforesaid hoop skirt of 1870 was a five or six wire size, and it makes no particular difference. The main fact is that Timothy Eaton remembered the incident.

One of his outstanding qualities was his remarkable knowledge of men, both in the individual and in the mass. He was eternally searching for men because he had a gospel of business that needed disciples. The gifts of other men were seldom too varied for Mr. Eaton to use in evolving his ideas of a great public service business. He was very particular about his workers whom he regarded not merely as employees but as associates in business. "Do you know him?" he would ask a department head, concerning a new worker. "Are you quite sure you know him? Do you know his personal appetites?" He realized that his first, last and constant concern was for the kind of men that came in at the bottom, because from them he forsaw the men who must ultimately come to the top. Once he got a man, he gave him unlimited opportunity to make good.

The T. Eaton Co. to-day is a practical proof of Timothy Eaton's cardinal principle that the business itself must evolve the men who were to direct its affairs. All the ten present directors began at the bottom in the rank and file of Store workers and grew up with the business, knowing it from the inside out, each of them conscious as he came along that everything he could invest of his own personality in the Store would stand to his credit. It was not paid experts from outside that Mr. Eaton wanted, but experts who from their intimate knowledge of the system in which they had begun at the bottom knew how to study and evolve plans for the betterment of the business.

More than thirty years after he had left Ireland, Mr. Eaton was on a brief visit to his old haunts in the County of Antrim. Not far from Ballymena he found a young man,



THE LATE TIMOTHY EATON

Founder of The T. Eaton Co., Limited, Toronto and Winnipeg. Born in the townland of Clogher, County of Antrim, Ireland, in 1834. Died in Toronto, January 31st, 1907.

the last left at home of a family of boys, working on his father's farm. This young man had read and heard about the great T. Eaton Store, founded by his uncle across the sea. The folk in Antrim had talked about it—but it was a long way off. In conversation with him, Mr. Eaton found that the young man was particularly well educated, had read a great deal, had his own ideas about many things. His mother's ambition was for him to enter the Civil Service. The young man—his name was Robert—began to realize that the stories he had heard about his uncle were true enough. Mr. Eaton was reading his character. "My boy," said his uncle, "it's not the Civil Service that will ever satisfy you. You should be in commercial business."

In a very short while this young man found himself, at the instigation of his uncle, located in the London Office of The T. Eaton Co., in a city with a population greater than all Ireland. After three years in that office, becoming familiar with the "Old Country" buying of the Company, he was transferred to the office in Paris. Later he was brought to Toronto where he soon learned the multitudinous technique of the organization. Not long afterwards he was appointed Secretary of the Company and upon Mr. Eaton's death this young man—Mr. R. Y. Eaton—became First Vice-President of the Company, the position which he still occupies.

* * *

"Well, George," Mr. Eaton remarked to a young man just made manager, "I'm glad to see they have promoted you."

Then he glanced George over again. The new manager was a bit threadbare.

"But of course, George, when a man gets to be a manager ——."

Nothing more was necessary. From the keen but kindly look on the merchant's face, George understood. He stammered that indeed he expected to spruce up now, but, truth

to tell, he had been very busy paying interest on a house mortgage and supporting a mother and an invalid father. Then it was Timothy Eaton's turn to listen. He heard the little story and said nothing. That very day he rang up his lawyer and asked him to enquire into the title and mortgage on such-and-such a house and to see that the annual interest payment was transferred to his own account; all without notifying George.

This benign element in Mr. Eaton's dealing with his people had a double root. It was inherent in himself and it has always been a strong principle in the life of the lady whom he married during his early days in St. Mary's, Ont. Mrs. Eaton's influence in the Store and the business has always been immeasurable and Mr. Eaton was always first to acknowledge it. In the early days the old Store in its appointments was very much what one woman wanted it to be. She visited it often, knew intimately all its details, and became acquainted with all its growing problems right on the premises. She had an innate genius for domestic management and the fact that the Store became so much like a home to the people who worked in it, and to those who shopped in it owes much to her influence. Her wise counsel and earnest labors as a co-worker in the business were equalled only by her strength as a mother, and her charm as a hostess.

If it is much to Mr. Eaton's credit that he knew how to choose men, it is still more a monument to his great sagacity that he knew how to choose the one woman whose unusual gifts made his home so much of a joy, his business so much like a home, and his religious activities so much of an inspiration to other people. Mrs. Eaton has her own temperamental qualities which would have distinguished her in a far different but not more congenial role, had she chosen to go into college life or on the stage. She has always possessed a remarkable ability as a dramatic reader, not of the merely elocutionary variety, but of the kind that gets its inspiration from the human value of a piece of literature. In an ordinary business,

this would have had very little direct value, but in the Eaton sphere of influence it had one very practical working out in the Margaret Eaton School of Expression in which Mr. Eaton took as much delight as did the lady after whom it

MRS. TIMOTHY EATON

Who, previous to her marriage was Miss Margaret Beattie, of Woodstock. Through his early years of struggle and his later years of success, Mrs. Eaton was to a most unusual degree a true helpmate; never failing with sympathy and wise counsel the "good works in her husband to promote."

was named. The Eaton Memorial Church is a still more striking example of how Mrs. Eaton carried on the torch of her husband's genius. It is not given to many women to build such monuments to men. The desire to build this memorial, originated solely with Mrs. Eaton, who, personally

superintended the details of architecture and decoration that have made it so suitable a place for worship.

Mrs. Eaton was one of the members of the original Board of Directors when the business became a joint stock company, and when none but members of the family were on the Board. But though her heart was constantly in the business, she found that its demands upon her time as a Director were more than she could afford. She asked Mr. Eaton to relieve her of the duties. One morning, Mr. Eaton called Mr. Harry McGee to the Office, and told him that "Mother" wanted him to represent her on the Board. That position of Directorship is still held by Mr. McGee, as Second-Vice-President.

Mr. Eaton wanted his workers to be partners in the business of public service. He reckoned that he never could operate a public service organization based upon absolutely square deal principles unless he had loyal people; and loyalty was conditional upon interest which must be of a personal character.

He expected his workers to take interest in the business because the business took a first interest in the workers. A manager for instance was about to be married. He had bought a house and had been saving a sum of money to invest in a few shares of Eaton stock which were very hard to get. Mr. Eaton knew this, but the manager never knew that he knew. He quietly undertook as a wedding present to furnish one room, because he surmised that the young man would be spending a deal of his loose money on his honeymoon, and he wanted him to have the shares. This furnishing of a room by way of wedding gift became a custom with Mr. Eaton.

People often speak of Mr. Eaton's remarkable ability to diagnose character. He was an adept at the useful art of reading other men. Those who recollect having their characteristic and mental processes scrutinized by the Chief, remember mainly the power of his eyes. He had the kind of eyes that as a rule a man doesn't care to meet if he has

any excuses to make. The only way to have a really comfortable argument with him was to have a good case; but if a man began to hold a brief for himself, or to indulge in the devious game of bluff, he soon discovered that the chief chair in the President's private office was a judge's bench. Ifs, buts and howevers, or unwieldy preambles of any sort were worse than useless in any discussion with him. He wanted no evasions. Accustomed to blunt speaking himself, he had no objection to it in the other man, so long as the truth rather than expediency was the thing he was after. He held the implicit respect of his workers, but he believed in getting the truth because that was the first commodity on his shelves. His characteristic interrogation was not "Who?" "What?" or "How?" but "Why?" He wanted a good reason for the faith that was in any man. On this account some have considered him autocratic. There is no doubt that he was sometimes capable of dogmatic utterance; but those who best understood him, realized that he was not so much a dogmatist as he was a remarkable interrogator. One of his friends with whom he had business dealings relates how Mr. Eaton once put him through a terrific examination for discovery. Every question as blunt as the back of an axe seemed to have in it the implication, "Now Mr.—— you know that what I am asking you is true so don't attempt to deny it." When the inquiry was over, Mr. Eaton admitted brusquely but quite genially that his friend had a mighty good argument and had quite satisfied him that he knew what he was talking about.

"Never argue with a man when he is angry," he said wisely to his son John, newly made Vice-President. "An angry man always knows he is right and you can't convince him otherwise. Meet him next day—the man will then listen to reason."

Now it would be more than a modern miracle for any man to create any such business as Timothy Eaton created without what sometimes seemed to be an exaggerated belief in himself, along with his respect for the opinions and experiences of other

men. In his early years in Toronto he had critics on every street corner. Men who were used to the old style of doing business said he was a faddist, a crazy reformer, an idealist, a fanatic. They ridiculed his concern for his employees, his insistence on shorter hours, better conditions, more light and air, more rest and more human interest in their work and in the organization to which they belonged. Well, similar men had once ridiculed his cash and one-price methods. He knew that most of them would live to admit that he was right. Autocrat as he may have been in the force of his beliefs, he was the very reverse in action. He wanted other men to create. New ideas must come to that Store from as many men as possible. He was always asking questions. Other men answered them. Some of the modern improvements that marched into the business came there in spite of Mr. Eaton's avowed belief that they never would do. But in giving unrestricted freedom to the play of other men's inventions, he encouraged men to be right nine times out of ten, and to invest their originality in the business.

Sometimes a great reform dawned in the store by the kind of accident peculiar to Mr. Eaton. One morning he walked into the window-blind department and found the manager of it making a great noise; a most unusual noise. In fact the young man was operating a sewing machine.

"Mr. D—, what are you doing?"

"Well, sir, we are behind in deliveries and I can't get deliveries fast enough from the makers, so I thought I could catch up a bit by making a few blinds myself."

"Oh! So you can. But your time is too valuable to be spent at a sewing machine. Get two machines. Put a girl at each of them. A girl can sew better than you can."

All the great factories of the Eaton system with many thousands of workers in almost hundreds of commodities, were born in that sewing machine. And the man who is now superintendent of the great Eaton Factories is the man who was bold enough to operate a common sewing machine

which he knew next to nothing about, in order to get the blinds for his customers. That man never expected to see his sewing-machine develop into a factory system, or he would have had a photograph of it taken to illustrate this book. Timothy Eaton may have had a dream that some day he would become a manufacturer. To a man with his shrewd perception of how to save in consumer cost by the elimination of as many middlemen as possible, a factory system as an annex to such a great Store system must have seemed inevitable. But the fact is that until the window blind sewing-machine was actually put on the premises without Mr. Eaton's knowledge, the Eaton system had never manufactured one dollar's worth from raw or semi-raw material; and from that day until this, there has never been a stoppage in the industrial machinery. The window-blind sewing-machine was not Mr. Eaton's own suggestion, but he saw to it that no time was lost in improving upon the innovation of another man.

P. T. Barnum believed he was right when he said that all people like to be humbugged, and he made money out of the idea. When he wanted to empty a circus tent in order to let in a waiting crowd he had an attendant—so it is said—put up a huge sign at each exit, "This way to the Egress." The crowd went. There was no egress in Timothy Eaton's dealings with the crowd. He understood human nature in the mass quite as well as Barnum and with better results. He proved that the crowd can be made to cater to a man's business by a war against humbug. His methods of getting the crowd to swing in his direction were daring, original and successful. But he never beat the tomtom without something in the tent bigger than the noise on the Midway. There was sensation enough for him in a square deal. He advertised nothing until he had actually cut down producing cost and increased values enough to give the people the thrill of getting actually what he paid for printer's ink to tell them about and sometimes a little more. He was too much of a philosopher to make people expect to get something for nothing.

Advertising to him was not a mere art, but the simple means of letting people know what he really had that they would be sure to want. His advertisements were news features from which people learned the Store news. And it was Mr. Eaton himself who invented the day-by-day head-line: "Eaton's Daily Store News," which for twenty-five years has been at the top of all the Firm's newspaper advertisements.

By the time he was fifty years of age, Timothy Eaton had proved that mere success in business is only an incident in a man's life work. His success was phenomenal. He had built his business on a bed-rock of sound principles, and the pillars of the structure were the people whom he had made his associates in the work. Any appraiser classing him among the top row of "self-made successful men," and letting it go at that would have missed the vital secret of the man's life. The great business that Timothy Eaton had at the age of fifty was not the greatest of all his assets. It was only the instrument on which he played. The greatest asset he ever had was his own personal character, out of which even at middle age, he could have re-created the business if he had ever been faced with a calamity that swept it away.

Up to the age of fifty Mr. Eaton was, with one possible exception, the greatest commercial originator of his time. He reminds one of Cromwell smashing into the effete Parliament of Charles I.; or of Cecil Rhodes founding a commonwealth among the savages. The world to him must be always new; his track was mile-stoned with scrap-heaps. In his progress he discarded machinery and methods and ideas that were no longer adequate to the times. A born conservative in all the simple realities of living, he was ultra-radical in his interpretation of society. Anticipating social evolution by fifty years he was old-fashioned enough to quote the Proverbs of Solomon and the sayings of Christ, not chapter and verse, but the way they fitted without cant or rant into the affairs of the moment. He had tried in his own life

TIMOTHY EATON MEMORIAL CHURCH

Erected by Mrs. Timothy Eaton in memory of her husband, and opened for worship on Sunday, December 20th, 1915. This beautiful edifice is situated on the block bounded by St. Clair Avenue and Dunvegan and Warren Roads, Toronto.

the wisdom of the two wisest men that ever lived before recommending it to others.

Once the young manager of a struggling concern visited Mr. Eaton at his Muskoka home. After breakfast a boy brought the merchant an envelope which he opened, scanned a slip of paper and put it in his pocket, remarking, "Well, that's what the boys did in the Store yesterday."

"Do you have a report like that every day?" asked the manager.

"Every day. Don't you?"

"I wouldn't dare to. Mine would be so bad I shouldn't care to see it."

"My boy," said Mr. Eaton, "the worse it is, the sooner you ought to have it."

That man put the daily report into his business which has since become a great popular success.

On another occasion at that same Muskoka retreat, Mr. Eaton received a prepaid telegram from his son Edward, Vice-President, and in charge of the Private Offices during his father's absence. The telegram advised him that a certain buyer was anxious to make a return trip to Europe, and the Vice-President wanted to know what Mr. Eaton thought of it There was no answer. The message was repeated still more urgently, and again prepaid—and still no reply. A third message was sent by Edward, this time collect—and the answer came back in two words: "See Edward."

Timothy Eaton was always the master of himself and therefore a safe guide for other people. His intensive vocabulary and his simple manners swept away camouflage as a spring wind cleans up a landscape. No man could tell what he would say next. An eminent actor introduced to Mr. Eaton, who never went to a theatre, alleges that the merchant looked him over in a powerful silence, and said, "Well, what a beautiful face you have!" He probably realized that

many of the amusements prohibited by the Church had a great deal of good in them. He was intensely fond of good music, though he never went to operas, and so far as is known never heard a symphony. He loved old melodies, no matter how old, and he was very enthusiastic for new recitations and readings—with a decided preference for humorous description and mimicry. He had little use for clubs, and rarely went to political meetings, though he was known to be a Liberal and a believer in a moderate tariff. The older he grew, the more he found the need of getting back to nature for recreation. His love of nature and children and animals and simple games was as spontaneous as his insight into business and human nature. He loved best the simple things that appealed to his imagination. None of the astounding mechanisms of modern science could ever rob him of this simple affection. He was unspoiled by civilization. Some people are only made miserable by the inventions and improvements of modern times, hence the craze of a decade ago for the "simple life." Timothy Eaton never needed to chase after simplicity; he always had it. His economic sense was never disturbed by a panic. He maintained his optimistic faith that if men would work and save, and pull together, and spend wisely, there was enough for all. He could afford to smile at the alarmists who always believed that hard times must follow prosperity as the night follows the day. And he had lived through most of the hard times that Canada ever had. He was a great lover of clean sport as a civilizing agency. In the days of Ned Hanlan, one of the lads in the Store asked for a half holiday that he might go and see the champion row a race on the bay.

"Have you got a boat, my boy?"

"Yes, sir, I rent a boat."

"Never rent what you can afford to buy. Here—this will help to buy a boat."

The bill when the lad uncrumpled it was a ten; just a small bonus to the institution of good clean sport.

Store, Church and Home to Mr. Eaton were all very much alike in their human relations. They were the three great institutions that occupied his constructive energy and formed an outlet for his practical benevolence. He made a custom once a year of having his work-people at his home for a dinner during the Christmas season. When the staff became too big, he held the dinner in the Store. When the workers became too numerous, the family gathering was held without the dinner in Massey Hall. The Church was a home to him, and he wanted it to be comfortable and human. The congregation was another kind of family.

"Grow old along with me, the best is yet to be," sang Browning. Timothy Eaton lived the injunction. The last twenty years of his life were the best of all. In his extraordinary life the world had swung away from the hoop skirt and the horse-car and the prim pleasantries and pedantries of the mid-Victorian era. In his later years he went on a motor trip all over England. He was uncommonly fond of travel, and though on his numerous buying trips which he organized on so tremendous a scale, he saw much of the world, he had a constant craving to see more of it. When he became old, and could no longer indulge his desire for the unknown, he took as much benefit as possible from the travels of other people. A lady friend of the family who had travelled much in the far East of Europe, came back with a wonderful story of what she had seen, and what she would like to do to reproduce something of value in Canada like what she had visited abroad.

"I want you to have that," said Mr. Eaton. "It will be a great thing for the community."

The Margaret Eaton School on a Parthenon model was the result. It cost Mr. Eaton a small fortune, but he was Greek enough to be glad of the chance to spend the money and he personally saw that the thing was done right.

Long before that he had turned himself back to the land. He was one of the first Canadian men of affairs to become a practical farmer. Mr. Eaton did not believe in model farms merely as a means of spending on the land some of the money he had made in the city. He bought land first of all to get away from the town; second to make it produce. He remembered his early days among the Ontario farmers, and he made his farms earn their cost. His old love for horses he gratified to the limit on the farm. In town he had always been a horse-man. He feared no horse, however wild, unless he was a perfect broncho. He must have the reins himself. Driving a skittish team that ran wild when they got to the city, he was flung out of the rig and suffered a broken hip from which he never fully recovered, although he remained at his work, because he was never happy without it, till the day of his death. At his summer home in Muskoka, he was able to recreate the festival element that was so difficult in town. He played while he played as a child does. He did nothing by halves. He was the eternal foe of the dilettante and the dawdler.

His steam yacht Wanda was one of his first things by which he demonstrated that he knew how to enjoy the Muskoka Lakes. In those days fast craft were not plentiful on those waters, but among the few that had got up there was one which on a certain occasion overhauled and passed the Wanda.

"That boat has gone by us," he said to John who as the originator of the Wanda which he had got built in Toronto on purpose for his father, was anxious to see her give a good account of herself. "Can't the Wanda do any better than this?" "Considerably better," was the reply. "She will do whatever you say."

"Well I should like to overhaul that other boat." The engineer was called up.

"If the Wanda is capable of passing that boat that has

just got ahead of us, I should like to see her do it," said Mr. Eaton.

"Very well, sir, I think she can do it."

The Wanda did it.

Mr. Eaton had but three homes in all his many years in Toronto. He never had a desire for a big house, just because it was big or for mere style in decoration and furniture. He wanted the best, but he believed that elegance should be tempered by great simplicity and a maximum of real comfort. He loved long crowded tables, the chattering rooms, the festive times when he could feel the great joy of being not only a great merchant and a powerful citizen, but the father of a family and the head of a clan that reached out and out to the people. His home was always open. Eight children were born, of whom four only were left when Mr. Eaton himself passed away. Two died in infancy. His youngest son, a baby of two years, was accidently drowned while his father was abroad. Only seven years before his own death, his eldest, Edward, who would naturally have succeeded him in the Presidency, died at the height of his remarkable powers in the business.

After his accident, Mr. Eaton went about much in a wheel chair, sometimes on foot with the aid of canes. But he had too much energy to regard himself as an invalid. He kept his place, not only in the Private Office, but in his goings about the Store which was always his way of keeping in touch with his people. He continued to attend church, and never missed a summer at his Muskoka home. When the new Store in Winnipeg was opened, Mr. Eaton was there, not as an old man and a mere spectator, but as the founder of the business who at the formal opening held his grandson Timothy on his knee while together the two Timothys rang the bell that gave the signal to open the doors.

But his system was already enfeebled by the shock of his accident. In 1907, he contracted a heavy cold which developed into acute pneumonia. He was ill but a few days.

"Take good care of mother," he said to his son, John, a short while before the end. "Always be good to mother. She's grand."

He had the great happiness of knowing that the injunction would be heeded—even without the promise which was verbally made. And before long, he was gone. His death came to him, while he was still conscious of its coming, as a great happiness in the certainty that his work and his character would live on in the business he had created, in the people whom he had made his associates and in the community of which he had done his best to become a constructive citizen. What Timothy Eaton accomplished lives after him. His dreams of youth he had more than realized. And there are men and women in the business to-day to whom his character and personality are as much alive as in the days when he himself went about the great Store.

A FEW THINGS ABOUT MR. EDWARD Y. EATON

NINETEEN years ago, on October 3, 1900, a young man of 37 years almost suddenly let go his tremendous grip on the system whose presidency he was to have inherited. Edward Young Eaton, eldest son of Mr. and Mrs. T. Eaton, and the First Vice-President of the Company—is still to many of the older members of the staff—a remarkable part of the evolution of the system. Nobody will ever know what differences there might have been in the business, had this unusual young man lived till he was even past middle age, so unmistakable was his personal contribution to the strength of the organization. E. Y. Eaton began to be his father's first lieutenant in 1880 when the Store was in its infancy. He was 17 years of age. Those who knew him understand what a loss the business sustained in his death, and what a blank his premature passing away left in the life of his father. He had a positive genius for business—and for the particular kind of business of which he was intended to be the President. He studied it closely from his youth up, under the constant inspiration and guidance of his father who had great expectations of this eldest son.

The older associates of "Ted" can remember the very words he used in some business episode, the things he did, the improvements he made, and the clear-headed organization which always marked everything which he undertook.—A simple illustration. Your boy of six may look out of the window any morning and observe far down the street one of the familiar delivery wagons of The T. Eaton Co., Limited. He knows it at a glance, and without knowing why. If you should step out of a train in Winnipeg, you would yourself notice the same thing. There is an individuality about that wagon. And the individuality was given to it long

ago by "E. Y." who was himself a fine horseman, mightly fond of a good buggy in any form. He had horses that traveled in the 2.25 class and rigs that were the envy of many a man. He wanted the Eaton delivery turnouts to have style, distinction and individuality. And he designed the red, white and blue colors and the wire enclosures of those wagons, just about as they are to-day. Machinery and rolling stock were for some time his especial care. He understood that a man who expects to get efficiency out of a system like that must do more than have his hand on the throttle; he must personally understand its intricate details.

Nothing escaped "E. Y." A loose nut on a bolt, scuffed paint on a wagon, a draughty door, a badly ventilated corner, an overcrowded counter, a hitch in delivery—hundreds of things like these found their master of detail in the eldest son. It was his custom to go about the Store—memo pad in hand, keenly scrutinizing as he went, jotting down an item here and there, until he had a pageful of memos, enough for that morning. As soon as he got back to his office, he set to work to make the amendments. But in matters like these he had too much good sense to offend anybody in the slightest degree. It was not inquisition he wanted, but a more smoothly running machine. It was never his habit to have men "walk the carpet," in order to demonstrate that he himself had a more intimate knowledge of any given department than the man in charge. He encouraged men to have open eyes for the small defects in their own departments. He studied the men along with the system. There was never any cause of friction between members of a department or between any of the departments which he did not thoroughly investigate. Keenly alert to both the mental and mechanical and the exact adjustments of both, he had a military conception of what might be called the chain of responsibility in merchandising.

If a department manager was absent on a buying trip, his assistant was at once given full responsibility during the

time of absence and he understood that Mr. "E. Y." held him to the contract. He had his own long-headed ways of testing out men because he believed that a great business was most of the time a sort of school, as well as a community. Keen as he was on the mechanical side he never permitted his engrossment in such details to stand in the way of the more important study of the men and women from whom alone true efficiency could be obtained. He had eyes that missed nothing. He was far less careful about what he heard. Whenever it was a choice between what some one might say about a matter under discussion and the thing itself, he preferred the real evidence. There was no cog nor cranny in the Store concerning which he could not question a worker minutely and with unerring sagacity. He gave no decision without good evidence, but it was his invariable habit whenever possible to give decisions quickly. As he allowed no detail to escape him, he permitted no man to fool him. He believed that the workers expected the efficiency of the system to come to a focus in the man at the top.

The greater the system the more sensitive it became, and the more intimately it responded to the will and the personality of the young man who so often had full charge of it during his father's repeated visits to Europe. He liked to feel the throb of the merchandise machine as an engineer delights in the pulsation of his engine. The mere matter of how much or how little business might be done in any department was not his first concern. He had been taught by both temperament and training that the important thing is the work done, and if that were well done with full regard to the public service character of the system the commercial end would look after itself.

If one might single out any particular bent of his mind more than another it may be said that "E. Y." had an inborn genius for the transportation end of the business. He was an engineer of merchandise.

He had a railwayman's instinct for getting the goods

out to the people with the least possible resistance in the system. Many of the most important reforms in the delivery were originated by him. He was one of the first to realize that delivery of goods began the moment they were bought

THE LATE EDWARD YOUNG EATON

Eldest son of the late Timothy Eaton and of Mrs. Eaton, who died, October 3rd, 1900. At the time of his death he was Vice-President of the T. Eaton Co..

and placed on the parcel desk. Speed and smoothness were essential. He saw that though there might be a perfect delivery of goods both inside and out, the transportation end was still imperfect so long as cash moved slowly. It was his original innovation to instal the Pneumatic Cash

Tubes that for so many years have been one of the speed features of the T. Eaton System. He thoroughly studied the workings of this abroad before he undertook to advise its installation in Toronto. His father was at first opposed to the Tubes—"E. Y." persisted. It was not his habit to be discouraged by opposition. And the Tubes went in.

The European Buying Offices were another enterprise closely identified with the Vice-President. With the organization and extension of this, he had much to do.

On the other side it was the Vice-President's primary concern to see that the men and women in the Store had first consideration over the mechanism. He knew intimately the value of every worker in the system. He believed in promotion as speedily as possible and in increase of pay as fast as it could be made in justice to the earning capacity of any particular post in a department. Long before the cost of production began to increase as it is doing to-day, even at a time when it was going the other way, Mr. "E. Y." saw to it that people were paid more for their labors and with the least possible delay. Installation of machinery might lighten labor, it did not remove the need for a constantly higher assessment of the worker's worth by reason of experience.

It was natural that a man who had such a powerful constructive energy in the business should now and then have minor differences as to policy or method with his father whose pupil he was. Each man was intent upon constant reform. Each had his own personal angle of getting at it. The methods might differ. The end was common to both—"The Greatest Good to the Greatest Number." They grew up together with the business, whose rapid progress so often depended upon the very differences of opinion between the chief and the younger man in the Private Office. Each had a powerful will. Each had sense enough to subordinate it when necessary to the Store which was a sum total of so many people working in unison.

And then came the day when the older man was no longer able to be so constant at the Office. After his accident, Mr. Eaton let more of the governing grip into the hands of his sons. "E. Y." had a special low carriage built so that his father might be able to easily step into it for his daily drive. It became his regular custom whenever he could manage to leave the Office, to slip away and take his father out promptly at 2 o'clock; and whenever he was unable to go, he sent somebody else because Mr. Eaton loved nothing better than a talk along the road.

There was a sudden change to all this; a time when the younger man no longer went. Edward was ill. The Vice-President's office was vacant. In a few days it was known that he never would come back to it. Soon he was gone. A younger man then stepped into it. The great machine which Edward had done so much to regulate and to energise went smoothly on.

E. Y. Eaton died in the last year of the nineteenth century and within three months less three days of the end of it.

SIR JOHN C. EATON

By Augustus Bridle.

SIR John Craig Eaton at the age of 31 became the chief executive of a system created by his father. He inherited not merely official position, great wealth and a world-famous business organization, but a powerful personal administration whose traditions he himself embodied. He had seen most of these traditions created when he was a boy hankering for the open road, a boy of uncommon interest in all that makes a boy's life a thing of generous adventure. With his fishing rods, his gun, his bicycle, his love of games on the green or on the ice or at any other rendezvous of Stalky and Co. he was a perpetual Boy's Own who never dreamed of becoming president of anything. Had he been turned loose without a dollar to become what is usually known as a self-made man he would have enjoyed the adventure because he has all the personal qualities that go to make up what is commonly called success. But he was required to carry on where his great Father left off—and he is doing it.

Two of the most striking scenes in Sir John's career up to the present are nearly forty years apart. In June 1919 he stood before 7,000 employees of The T. Eaton Co., Limited, and made a short speech, which to him seemed very long. In honor of the all-Saturday closing in July and August and the half holiday the year round, the employees decided to make Sir John a memorial presentation. Two of the department managers called on Lady Eaton to ask what could suitably be done with $20,000 collected by and from the employees in honor of this event. The decision was made in favor of something which would be sure to please Sir John, because it would satisfy the spirit of the Store. The money was spent on an extension to the X-Ray wing of the Hospital

SIR JOHN CRAIG EATON

President of the T. Eaton Co. Limited, Toronto and Winnipeg.

for Sick Children, Toronto, and on the endowment of a Cot in the same Hospital. The presentation was accompanied by an illuminated address, signed by 12,000 employees. It was a referendum of good will and an act of benevolence happily combined, and the man who made the reply was literally overwhelmed by the spirit of the occasion.

The other vivid extract from the life of Sir John carries back to the Christmas season of 1882, a period of 37 years. Fair in the middle of the Store—the store of that period, a very different Store from that of 1919, there was for one week a large box more or less full of spinning tops. Beside the box stood a curly-headed six-year-old spinning the tops on a plate on the lid of the box. Every top he spun was music to that boy, and every time he spun one he reached out his hand for somebody's quarter, said "Thank you!" and handed over the top to be parcelled.

Thus at kindergarten age Sir John Eaton began to translate play into business. When he went to school he was transferred on Saturdays and some of his holidays to the parcel department where he became an expert on folds and strings. At school he was fonder of sports than the average boy of that period. Like most boys he was fondest of that which was prohibited. Once in his father's absence he disobeyed his mother and took a company gunning on St. Clair Avenue, which was then in the woods. The little gang of Stalkies each had a shotgun, but John C., believing in safety first as a matter of insurance, made a ruling that half of the charge should be removed from each cartridge. Thus armed the young rabbit-hunters set out and were having a perfectly good time until one of the other lads' guns exploded a cartridge into John's foot. The accident put an end to his school sporting days and had a good deal to do with discouraging him from a college career. But his precaution in the matter of the cartridges was good so far as it went. Had he been shot with a full cartridge, he might have lost his foot.

An early bent of his mind was towards the mechanical. With his love of machinery an average boy would have gone into mechanical or electrical engineering. John C. chose the boiler rooms of the Store. Here at intervals, with the ardent enthusiasm of a modern boy scout he shovelled slack into the furnaces, wiped the engines and worked the oil-can.

But not for long. John C. had to find out more than the engine-room could tell him about what made the store go. Every time he tried it in a different spot he found that the motive power in any department tracked itself back not to any set of managers, not to a head office, not to a boiler-room, but to the personality and brain of the man who was studying him as a son.

At various stages of his early career the coming President worked under absolute employee conditions for his pay envelope, in the Wages Office, in the Notions and Dress Goods Departments, and as a Floor-Walker. He did not ask, and if he had, he would not have been granted, any immunities from the subordination expected of any average employee. He understood that if he was to learn the business, he must learn to do, by doing. And he did.

One morning when he was near 20 years of age, his elder brother Edward said to him, "John, your father wants to see you."

"Great Scott!" mused the youth, "I never saw Ted so serious. I wonder what I've been doing now?"

He went to see his father.

"Well, John, have you got your trunk packed?"

"Trunk packed? No, sir. I don't—"

"Can you get it packed in two hours?"

"Y-yes father. But—"

"Never mind. You're going round the world on a buying trip with one of our buyers. Your train leaves at —"

The young man was so excited that instead of going to the trunk department for a steamer trunk he borrowed one

from a department manager—and he still has that trunk. March 23rd, 1896, after a snowstorm that had blocked all trains for three days, off he went, promising his mother that he would meet her in London on June 21. He went to Japan, spent his twentieth birthday in Kioto and proceeded through all the buying centres of the Orient, down to Peking, Hong Kong, Singapore and Colombo in Ceylon; round to Port Said and through the Suez Canal, out through the Mediterranean and there because he had to keep the promise made to his mother, and had no time for the voyage round Gibraltar he took train at Brindisi and went overland to Calais. He landed in London just as Big Ben was tolling midnight—on June 21: He was just in time. But owing to illness his mother had already sailed back to Canada.

While in that part of the world his shrewd eye encountered some dress goods fabrics at $4 a yard that never had been shown in Canada. He bought a lot. The dress goods manager protested.

"Don't worry," said the young man. "Those goods will go like a stampede of Forty-Niners. I'll open a special department of my own to sell them if necessary."

Those dress goods were sold almost before they were put on sale.

At the age of 27 Sir John became a director and went to the offices. He had a pretty general knowledge of the Store in all its departments and an affection for it that a boy has for a fine horse. He had his father's way of going about the Store—not looking for trouble. The huge empire of businesses under one roof was to him a very practical and vivid picture of the strange world he had seen for the first time at the age of twenty. His eldest brother having died he was now in line for succession to his father, and became Vice-President. His study of the great Store had been a stimulating acquaintance with the world's most modern inventions, discoveries and improvements. He had his father's capacity for getting

instantaneous impressions and of translating them into quick instinctive action.

But he wanted to know:

"Father, what do I have to do as Vice-President?"

"Can you say 'Yes' and 'No'?"

"Yes, I can do that."

"Can you decide which you want to say at the right time?"

"Well, that might be different."

"But it's all you have to do."

He was used to these amazing brevities of his father. The personal factor in the Store at this time was at a tremendous height of intensity. The factory and mail order systems were being evolved under conditions of national expansion, seldom surpassed anywhere. The London Office became in itself a thing of enormous responsibility, more and more directly relating to the one man at the head and the Vice-President next to him. Although Mr. Timothy Eaton never lost his grip of the business, as he grew older and especially after his serious accident, he came to lean more and more implicitly upon the men whom he had chosen. And the heir to the presidency of personal administration never regretted that his father had so schooled him in the practical affairs of the system that he knew how to act on the wisdom of experience.

On May 8th, 1901 he married Miss Florence McCrea, of Omemee, Ont.

It may have been a mere accident that Sir John Eaton drove the first automobile ever owned in Canada and that he was the original possessor of Number One license in Ontario. It might have been expected that some man engaged in making machinery would have preceded him in this. But he was not an easy man to precede. He had been so used to thinking abreast of other men who were thinking ahead of the times that he felt rather than predicted what an enormous utility

the motor car would become in modern civilization. His first car was a Winton phaeton, of singular height, one of the pioneer juggernaut crew that used to stall so many people on upper Yonge St. and the Kingston Road. He was stalled

LADY EATON

Who, before her marriage, which took place in 1901, was Miss Florence McCrea, of Omemee, Ontario.

Sir John and Lady Eaton have four sons and one daughter: Timothy Craig, born in 1903; John David, in 1909; Edgar Allison, in 1911; Gilbert McCrea, in 1915; and Florence Mary, in 1919.

as often as any man, and more cheerfully than most he went down in his overalls under the bus to tinker up the mechanism. He liked his car too well to trust it to any chauffeur, and he held the record for driving over the rockiest roads in America, the Laurentian highways of Muskoka.

When Sir John became Vice-President the Store and the Factory were already among the world's greatest merchandise and manufacturing concerns. Canada was growing enormously. The West was pace-making the East. Sir John Eaton had his eye on the West. He saw in Winnipeg almost a dramatic chance to duplicate the eastern Store.

"I agree with you," said his father. "The only obstacle will be management."

Sir John took the chance. The opening of the Winnipeg Store when for the first time in Western history retail traffic was swung away from Main Street to Portage Avenue, the old Indian trail to the far West, was almost as dramatic as the arrival of the Red River carts used to be in Edmonton. As many as possible of the Eaton family were present at the opening of this new Store, from Timothy Eaton, the Founder of the system in his wheel chair—to which he was confined on account of his accident—to young Timothy who sat on his grandfather's knee in the elevator, stopped half-way between the floors, and helped him ring the bell that gave the signal to open the Store. The first to break through the crush when the doors opened was a lad who on being presented to Mr. Timothy Eaton got a five-dollar bill for his enterprise and afterwards followed the wheel chair all over the Store in open-mouthed admiration.

Thus Sir John shortened the journey for The T. Eaton Co. catalogue. Quite as characteristically, he has also paved the road between his own office and the public service. There is a just prejudice against any man who selfishly uses his business to build up a surplus profit, part of which he pays back to the public in the form of organized and advertising charity. The story of Sir John Eaton's career up to the present would be very incomplete without some reference to the benevolences which he has continued to keep growing by the roots out of the business itself. Mere enumeration of these and the amounts they represent are out of place in an article of this character. The spirit and the principle behind

this organized philanthropy is more important. The most recent and practical illustration of this is the treatment accorded all the members of the staff who went into khaki during the war. The total number on The T. Eaton Co's. honor roll was 3,327. It was Sir John's decision that each married man in the employ of the Company when war was declared should receive full pay and each single man half pay for his complete term of patriotic service abroad. Up to the end of October, 1919, the total amount paid out was $2,207,000 and a number of the men are still on military service. 16,605 employees subscribed to the Victory Loan of 1918, a total of $2,364,750 which with the $350,500 taken up by the Directors and $2,010,000 by the Company itself, made an aggregate of $4,725,250.

Outstanding permanent examples of the systematic benevolence inherent in the business are the establishment by Sir John of the minimum wage, the short working day, including Saturday afternoon off all the year round, with all day Saturday during July and August, the Boy's Club and the Girl's Club for education and recreation. Amongst the contributions by Sir John and the Company to objects of a public or patriotic nature may be mentioned those to Toronto General Hospital, Surgical Wing, University of Toronto for maintenance of a Department of General Medicine, Eaton Machine Gun Battery, Victoria College Endowment Fund, Winnipeg General Hospital, Y.M.C.A., Navy League, Patriotic and Red Cross Funds.

These are not random and dissipated benevolences. They represent the intuitive study of the best form in which to organize creative philanthropies. There are others which are never recorded in the press. Sir John's capacity for doing good with the money and the things of pleasure and convenience that he has is begrudged him by many a man. And his capacity for such service to others is only equalled by the natural kindness which is its constant motive. There are times when all he has at his summer home in Muskoka

is at the disposal of someone in need. Up there, things sometimes happen suddenly to people, when the best organized man to do the greatest amount of good is the man who has his private car on the siding, his motor-boats at the dock, or his automobile at the service of anybody in distress.

The greatest toy he professes to have, however, is a thing that never leaves his home at "Ardwold" on the hill. It is an Aeolian house organ as large as an average organ in a church and built to be operated either by motor mechanism or by hand. On this, Sir John plays operas, symphonies, band pieces, overtures, and oratorio things by the hundred. He is a fine entertainer. He has a gift of mimicry and dialect that might be the envy of many a legitimate stage comedian, and very clearly an expression of his native off-hand sympathies with most other people. He can tell a droll story, impersonating a Chinaman, a negro, an Englishman, a Scotchman or an Irishman, an Italian, a Jew or even an end man as easily as he can write his cheque for a large sum to help the community.

In his dealings with men he is powerfully direct and simple and he has a faculty for finding the short-cut to a solution by the easiest human way. He never wastes energy in idle talk about vast and visionary schemes of business expansion or reform. He never permits himself to be angry about business. Out of the office he is a dispenser of simple direct optimism. In business he concentrates on the thing before him and deals rapidly with decisions upon big issues whose details have been co-related by other men. The discipline of a great organization has been with him from his youth up. It is a discipline which, thanks to Sir John's continuing policy on the larger problems of his own day, is never visible by its machinery. The aisles of the great Store have on any average day a population as large as that of a good-sized city. The regulation of this with the tremendous movement of goods, circulation of money and all the higher financial and welfare mechanism of the business comes to a

focus at Sir John's desk. He *is* the business. Its almost magical subordination of personalities to the good of the public service which it represents is reflected in the President who at the back of it all recognizes great business as ultimately good-fellowship. Sir John drops in at any moment, unheralded, into any department. He is always a welcome stimulus. His perennial good humor and his easy way of getting a solution of difficulties makes it impossible for any man to lose interest in the thing he has to do and the great public service organization for which he is doing it. Sir John brings to bear on the work of his office the powerful sense of logic and the penetration which are among its best traditions. Once he was asked to run for Parliament. He wisely declined. He had inherited a larger constituency in which he is always sure of an election.

If Sir John had not been President of the T. Eaton Co. he would have lived a life of physical adventure. A few years ago, on his way to the home of Lady Eaton in Omemee, he got off his private car at Peterborough and spoke to the Divisional Superintendent on the platform.

"How does the big lad up in the cab feel about his engine? Do you think he'd let me drive her down to Omemee?"

The D.S. gave the knight a caustic railroad look.

"Well, he's very particular."

"Would you mind introducing me?"

Up they went to the engine panting to get out of Peterborough. The oily despot of No. — leaned out of the cab window.

"Sir John Eaton would like to run this train down to Omemee."

"Wha—at?" The engineer almost fell out of the cab.

Sir John climbed up. He had never been between that kind of coal bin and fire box before.

"Say, look here," said the engineer as Sir John surveyed the lever and began to look around for the air-brake, "y'know this old girl's always been good to me. I never let anybody abuse her. Ever run an engine before?"

"No. That's why I want the experience—if you'll let me. Tell me about the air. I've never seen how it works."

"Board," shouted the platform, and Sir John began to pull the bell. He gave a cautious yank on the lever. The engine snorted. The train headed out of the Peterborough yards. In all his travels through that yard he had never known there were half so many switches and semaphores, but he tooted the whistle every time he supposed he ought.

"Say," shouted the engineer when the train got out to the fields, "I thought you said you never drove one before."

"Neither I have," shouted the new driver.

"Well, you know the signals all right."

"Great Scott! I've been riding behind you fellows often enough—to know that. Hullo! What's ahead?"

"Bridge," said the engineer. "Up grade on the other side. You have to slow down across and speed up on the grade."

"I'll do my best, sir."

Over the bridge—never had a bridge seemed so long. Up the grade when Sir John "gave her a kick." Out on the level again. Here was Omemee.

"Want me to drive in, Sir John?"

"No, I'll finish the run."

"Well, you've got to make a good platform landing, sir. Every time a driver makes a bad one he's fined four days pay, you know."

"Well, you won't lose your money, old man. In she goes."

By a coincidence and his habitual love of what makes other things go, Sir John made a good landing. He shook hands with the engineer and went back to his private car.

Which is a totally true story and a mighty good illustration of how Sir John Eaton likes to vary the usual of a private car with the unexpected up in the cab; not only on a train but on the general run through life.

PART V

EATON'S OF TO-DAY

THE EATON POLICY

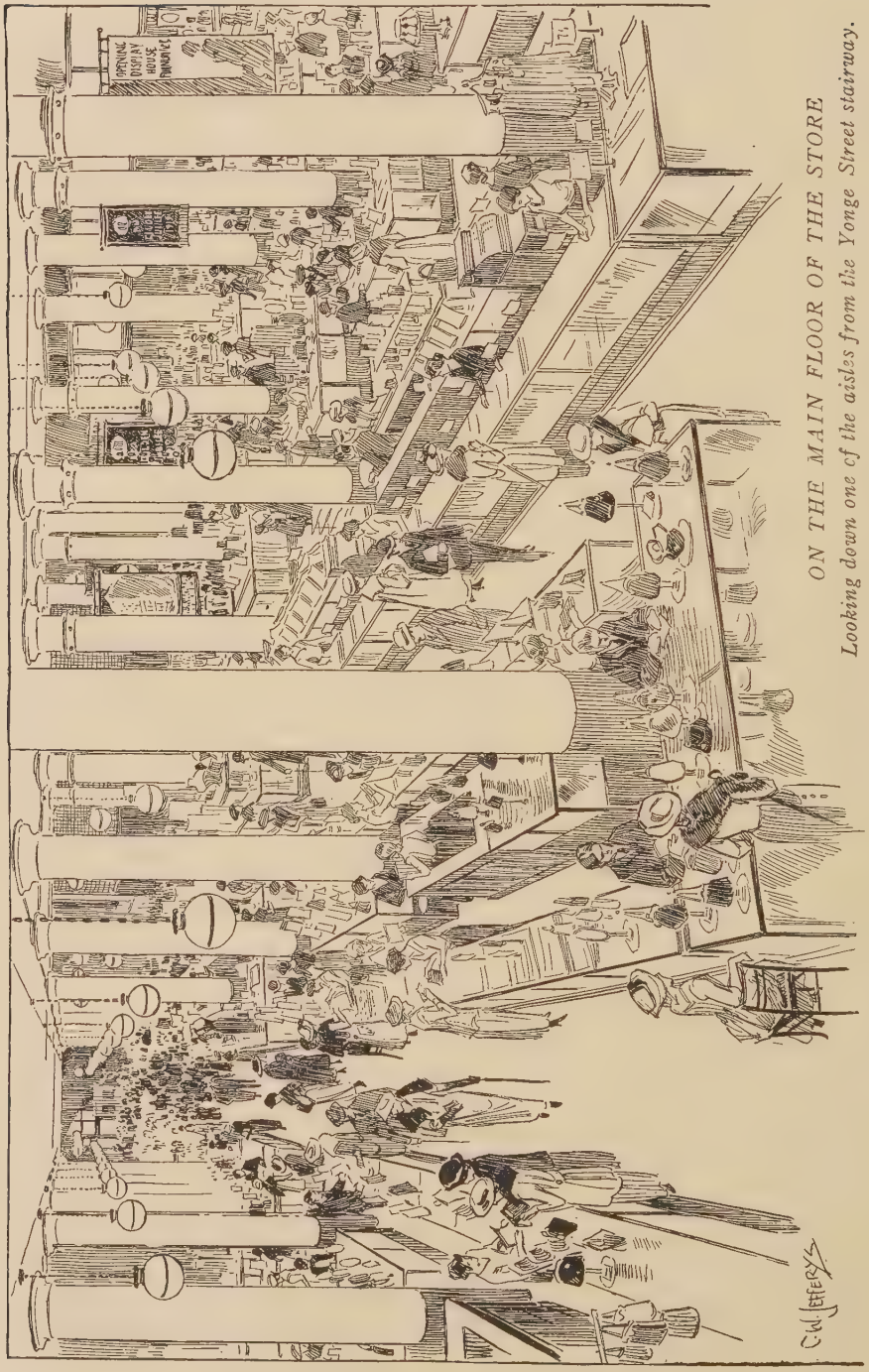
ACCORDING to Ruskin, five great intellectual professions relating to daily necessities of life exist in every civilized nation:

The Soldier's profession is to defend it.
The Pastor's, to teach it.
The Physician's, to keep it in health.
The Lawyer's, to enforce justice in it.
The Merchant's, to provide for it.

Dealing particularly with the mercantile profession, this writer goes on to affirm in his essay, "Unto This Last," that in his function of "providing" for his fellow creatures on the same high plane of service as that of physician or clergyman, the merchant's motive extends beyond that of financial gain. All three men, physician, clergyman and merchant, have a duty to perform irrespective of fee. The merchant, says Ruskin, "has to understand to their very root the qualities of the thing he deals in, and the means of obtaining or producing it; and he has to apply all his sagacity and energy to the producing or obtaining it in perfect state, and distributing it at the cheapest possible price where it is most needed."

Furthermore, since this producing, obtaining and distributing involve the agency of many persons, the merchant is bound to those he employs by the same obligations as the captain of a ship or the general of an army. "It becomes his duty, not only to be always considering how to produce what he sells in the purest and cheapest forms, but how to make the various employments involved in the production, or transference of it, most beneficial to the men employed."

It may be truly asserted that Timothy Eaton cherished this high sense of a merchant's mission. At a period when



ON THE MAIN FLOOR OF THE STORE

Looking down one of the aisles from the Yonge Street stairway.

it was accepted as a sort of universal law that a buyer's function was to cheapen, a seller's to over-rate, and an employer's to get as much work as was physically possible out of the man employed, he founded his business on the principle of A Square Deal to Everybody—"the people we sell to, the people we buy from, and the people who work for us." It has remained as the bed rock of the Eaton policy for fifty years.

In the introduction of his unique principles in 1869 Mr. Eaton was hailed as a dreamer, as one who tilted at windmills. When he died in 1907, an editorial writer on a great daily newspaper went so far as to proclaim him "the genius that modernized and revolutionized the retail commerce of Canada."

"THE PEOPLE WE SELL TO"

One Price Only. The principle of "a square deal" came into evidence first on behalf of the customer. Possibly the matter of a fixed price was not greeted in the nature of a benefit. To be denied the opportunity of "dickering" was doubtless regarded by many a customer as deprivation of a profitable privilege. But with the gradual realization that the "one price" could be relied upon as an incomparably low price, an uncontrovertibly fair price—"sound goods at right prices" was a Store slogan—the reputation of Eaton pricing was established. It was a reputation based on Mr. Eaton's policy that the selling price of merchandise should represent the intrinsic cost, plus the actual expense of handling, plus a small profit. "That's too high! You're robbing my Public" he ejaculated on one occasion to the head of a department whom he discovered had marked his goods at a higher figure than he felt was justified. "Our-your Store" he was fond of calling it in advertising of early days. "The Greatest Good to the Greatest Number" was another of his pet phrases —which being interpreted meant, among things, "reasonable prices, and many customers, rather than high prices and fewer customers."

The same principle prevails today: The difference

between cost price and selling price is the charge the Store makes for procuring the goods from the producer and distributing them to the consumer—based on the cost of handling, this cost differing according to the particular character of the merchandise.

And to the end that the initial cost price of merchandise shall be as low as it is possible to achieve, every factor in the Eaton buying organization is brought into play: Buying for cash, buying in quantity, buying direct from the manufacturer—or producing in Eaton Factories—buying at the most advantageous moment, and buying with a discriminating knowledge of the world's markets.

Goods satisfactory or Money Refunded. This is not a privilege hedged about with qualifications. If you do not like what you buy when you get it home; if it wears, tears or breaks before a reasonable length of usefulness; if in any way it proves to be other than it was represented to be, return it to the Store and change it, or get your money back. Such is the literal translation of this outstanding clause in the Eaton constitution.

"We esteem goodwill more than profit" said Mr. Eaton in one of the early advertisements. And it might be written with equal aptness across any of the Eaton pages to-day—as the records of the Adjusting Bureau would amply prove. To quote a typical incident: A mistake was made in the quality of wall-paper supplied in the filling of an order from a near-by town. Not until the paper was on the wall was the error discovered—by which time no more could be procured to match it. But the customer was not allowed to suffer. She was sent a sufficient amount of a similar paper of a higher-priced quality, and the charges of the paper-hanger for his first bit of work were paid in full.

We Buy and Sell for Cash. Though selling for cash only was adopted by Mr. Eaton, primarily, as a means of obtaining money for expansion of business, he recognized clearly the wider economic value of such a measure to cus-

tomer and storekeeper alike. Madame Customer of THEN, without doubt, looked upon it as a limitation—as a necessity to refrain from many a purchase she would make if she could put off payment by "charging" it. Her daughter or granddaughter of NOW is awake to the moral and material advantage of buying only such commodities as she has money on hand to pay for.

To buy for cash was one of Mr. Eaton's objectives from the beginning of his business career. An incident round about the year 1888 hastened things. Unscrupulous competitors made it a common custom at Christmas time to endeavour to injure the business. At the date mentioned, reports were circulated to the effect that the store was on the verge of failure. Local representatives of European firms from whom T. Eaton & Co. bought extensively advised their head offices of the unfavorable rumors. One house in England cabled its agent to request settlement of an account which was not yet due. This agent called upon Mr. Eaton. He was paid immediately—upon allowance of an extra discount. As an outcome of the matter, cash payment was established as a rule for all purchasing, and the customer entered into the benefits accruing from the present system of Buying and Selling for Cash. To buy for cash secures from the manufacturer the quotation of better terms. It makes a way of access to clearances and special turn-overs of stocks in factories and mills. To sell for cash means the elimination of much bookkeeping and of the expense thereof, also of loss from bad debts. All of which contributes signally to the ultimate lowering of prices.

No one is importuned to buy. The function of Eaton Salespeople is to supply information concerning merchandise, to display or demonstrate its points, to conduct the necessary operations respecting payment and delivery. They may in no sense "pester" a customer to make a purchase. At the time it was introduced, this itself, was an almost sensational innovation. To walk down the aisles in some shops was

to be bombarded from all sides with solicitations to buy.

Correct Representation of Merchandise. "It makes all the difference in the world whether we put truth in the first or second place"—so runs the motto to Lord Morley's Essay on Compromise. And, in order to put truth in the first place in every phase of Eaton Service, there is maintained an elaborate system of research, inspection and vigilance. Merchandise is tested, values are investigated, salespeople are instructed and advertisements are scrutinized, all to the one end, that things shall be as they were represented to be by their makers, and that they shall be represented by the Store, as they actually are. Misrepresented qualities, exaggerated statement, or unfair pricing have little possibility of existence under the merciless eyes of the Research Bureau and the Merchandise Office.

Service. This in aim and fulfilment is particularly worth noting in view of the fact that sundry advantages of Eaton Service are obtained without the payment of higher price. With a direct buying organization that covers not only the home markets but those of Great Britain, France, Switzerland, Holland, Belgium, Italy, Spain, the United States, China and Japan, the Eaton customer is assured of a variety in merchandise not commonly equalled. With the unrestricted privilege of exchange or refunding of money, purchasing in the Store, by mail or by telephone may be done with perfect ease and absolute confidence. With the instalment of many cash registers and the institution of the Deposit Account, shopping may be done with the greatest possible speed. Courteous, competent salesmanship—To attain and maintain a high standard in salesmanship is one of the foremost aims of the Eaton policy, towards which end the Efficiency Department educates and encourages the salesman and saleswoman by individual and collective instruction. The wide scope and regularity of Eaton deliveries make for exceptional convenience—in a very special sense to the suburban householder. During a certain snow-storm which lasted several

days, more than one resident in Suburbia declared that had it not been for the Eaton deliveries they would have been "cut off from the world." The Factories, with their steady output of wearing apparel for men, women and children, of furniture, harness and other commodities, assure the procuring of all these things at the moderate prices of the domestic production. The comprehensive nature of the Catalogue and the liberal arrangement whereby shipping charges are prepaid on all but a few forms of purchase is a manifest boon to those who live out-of-town.

"THOSE WE BUY FROM"

The "Square Deal," as applied to "those we buy from" finds expression in various large and small ways. A department can present no claim against a manufacturer because of faulty goods or breach of contract unless the statement is substantiated by the Office. Nor is a buyer permitted to bring any undue pressure to bear in obtaining merchandise, or in any transaction to drive or coerce. The Eaton Buying Offices abroad are under strict obligation to conduct all foreign purchasing according to the same standard of fairness and courtesy which prevails at home.

When trade depression set in during the first year of the War, the Company co-operated with the manufacturers in featuring Made-In-Canada goods—glad thus to utilize their selling equipment for the good of the community.

"THE PEOPLE WHO WORK FOR US"

"*Early Closing.*" When the Chief of the great concern used to refer to them, he called them "My associates." The most graphic expression of his attitude towards these associates is the reform he brought about in the cause of early closing—dealt with at some length on the pages succeeding. The climax created this year in the granting of the all-year-round Saturday half-holiday, and the all-day Saturday holiday in the months of July and August—with full pay—is a pertinent indication that Sir John Eaton is a practical

subscriber to his Father's views on the question of working hours.

"*Minimum Wage.*" The fixing of a minimum wage for men and for women—the respective sums being advanced

IN THE HOUSE FURNISHING BUILDING

A Section of the Drapery Department devoted to chintzes and blocked linens

from time to time in accordance with current conditions—is a measure that was instituted many years ago. The engagement of an expert research worker to investigate the cost of living, as applying directly to employees, with the object of obtaining a just gauge for the estimating of wages, is worthy of mention, in that one believes it to be the first

instance of such an investigation being conducted independently by a business concern.

To the stand taken in the matter of sickness, recreation, and welfare in general a subsequent chapter is devoted. The higher value placed on the educated employee is indicated in the arrangement whereby managers are encouraged to engage for junior positions boys and girls with High School and Technical School equipment.

The educational aspect of salesmanship has been a prominent feature in Store government of recent years. An Efficiency Department with a large staff is maintained for the purpose of providing new employees with adequate and interesting training in methods and merchandise, and of directing others to improved ways of pursuing their work. Employees' records are in the keeping of this department, affording a valuable basis for the plans of general and individual instruction. Lectures on fashions, textiles, interior decoration, and business topics are given at frequent intervals by members of the Efficiency staff and by lecturers from outside institutions. Monetary and other assistance in the taking up of "The Alexander Hamilton and Emerson Business Courses" is a further incentive to better individual equipment.

* * *

In the matter of Management, the Eaton policy is fundamentally democratic. Of the Board of Directors all have risen from the ranks. The majority of them entered the employ of the Store as lads of fourteen or fifteen years of age at wages of four or five dollars a week. The Department Heads, with all but one or two exceptions, have mounted, step by step, from the lowest rung of the ladder, the exceptions having arrived at the top by way of being salesmen or department assistants.

The four outstanding factors in the scheme of management are the Board of Directors, Advisory Board, and Boards of Department Heads and Assistants.

The Advisory Board is comprised of eighteen men, elected by the ballot of the Department Heads from the Store, Mail Order and Factories, the Board of Directors being members ex-officio. It meets twice a month, and to classify its work, the members are divided into committees which meet at regular intervals and at such times as emergency demands.

By these committees of the Advisory Board are received the proposals made by the Monthly Meetings of Department Heads and Assistants—proposals regarding increase or reduction of expenditure, method of operating, welfare of employees, etc., etc. It is within their province to discuss any phase of the conduct of business.

The minutes of the Assistants' Meetings are sent on for reading at the meetings of Department Heads. Coming in close touch with both employees and the public, and having practical familiarity with methods of service, such statements of the views and decisions of the Assistants are of distinct value.

Upon the committees of the Advisory Board thus falls the duty of dealing with the recommendations of Department Heads and Assistants, and finally passing them on to the Advisory Board—which in turn presents them ultimately to the Board of Directors.

The Board of Directors for 1919 is composed of Sir John C. Eaton, President; Mr. R. Y. Eaton, 1st Vice-President; Mr. Harry McGee, 2nd Vice-President; Mrs. J. S. Burnside; Mr. R. W. Eaton; Mr. C. Boothe; Mr. W. G. Dean; Mr. A. A. Gilroy; Mr. H. M. Tucker; Mr. J. J. Vaughan.

THE EARLY CLOSING MOVEMENT

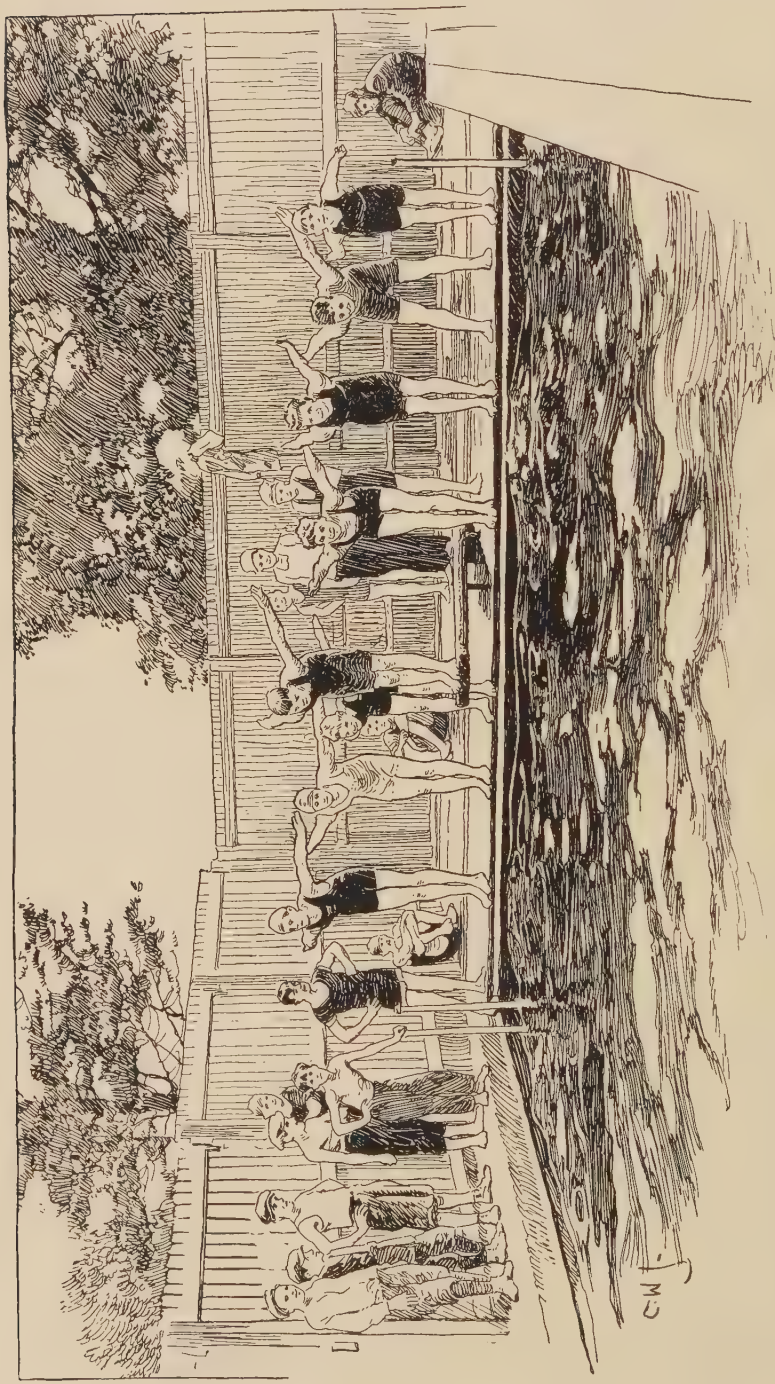
TIMOTHY EATON believed there is a time for all things—a time to work and a time to play. The belief did not blossom from personal experience of life's variety. Recreation was something with which he had no acquaintance in his youth. He worked fifteen hours a day, six days of the week, in the service of the merchant to whom he was apprenticed. When he retired for the night, his cot was under the counter in the shop. He was a keen-minded, fun-loving lad. There grew up within him a dominating conviction that every human being is entitled to a certain measure of leisure in which to rest and to enjoy himself.

When he became a merchant himself, he found conditions in Toronto practically the same in respect to working hours as he had left them in Ireland. The man, woman, boy or girl employed in a store had woefully few chances to play. Seven and eight a.m. to ten p.m., with midnight as the closing time on Saturday. It vexed his soul that such things should be within the precincts of T. Eaton & Co. He determined that they should not.

He did not wait for the workers to cry with Tennyson:

"Ah why
Should life all labor be?"

In fact, there are many who recall the stoic, yea, even cheerful attitude which sales-people of that date assumed towards the long hours of work. The supply exceeded demand for clerks. To get a position and hold it was the chief concern. The fifteen-hour day was accepted as a sort of necessary evil. Agitations for betterment arose occasionally



"READY—GO!"—EATON BOYS IN THE SWIMMING TANK AT THEIR CAMP AT VICTORIA PARK

How some Eaton Employees spent the first all-day Saturday holiday in July, 1919.

but they were spasmodic. In the early seventies a number of men employed in Toronto stores and warehouses brought from New York, Dr. Talmage, the noted preacher, to lecture in Shaftesbury Hall on the question of shorter hours. They invited employers to come and hear him. But no noticeable results were achieved. When Mr. Eaton started on his long crusade for "Early Closing," it was voluntarily—not because of the importunity of those whom his reforms would benefit.

A new-comer, without capital, without influence, he was a champion with but little strength. To shut the door of his shop an hour earlier than custom prescribed was to send the intending purchaser to buy from his competitor. Nevertheless T. Eaton & Co., a brief while after its inauguration announced its closing time as 8 p.m. instead of 10 p.m. A year or two later it was changed to 7 p.m., and not long afterwards to 6.30. By 1880 the Store closed every night except Saturday at 6 o'clock.

In 1886, Mr. Eaton proclaimed in the Store a weekly half-holiday during July and August. In the bestowing of this boon, the public had been allowed to play a part. Customers were requested through the Eaton advertisement in the newspapers to indicate by ballot whether they were willing to do their Saturday shopping early in the day and thus enable the employees to have their afternoons and evenings free. 3,400 votes were received in favor of the movement, and "We close Saturday at 2 p.m." became the slogan of the summer months. In 1890, it was cut down to 1 p.m. A few weeks previous to the institution of this holiday a deputation of young men from places of business throughout the city had waited upon Mr. Eaton with a petition signed by thirty-nine merchants who had already agreed to close their dry goods stores on Wednesday afternoons in July and August. By the middle of July all but a few of these merchants had seen fit to re-consider their promise and discontinue the holiday.

Old employees bring up odd scraps of recollection in

looking back to that great emancipation day, the first "Saturday afternoon off." One of them remembers she had her photo-

IN THE SKIRT DEPARTMENT

Model Skirts have their own particular quarters, an attractively equipped room adjacent to the general show room

graph taken. Another remembers that he went to a picnic and won a race—a hundred-yard dash. In some of them

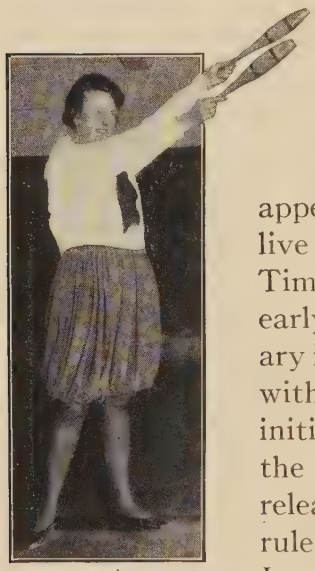
crops up the Spartan spirit of the pioneer as they recall how gladly they hailed the holiday for the opportunity it afforded them, as managers or assistants, of "fixing up the department," and how they spent the time, coats and collars off, with hammers and saws, shifting partitions and moving stock—until Mr. Eaton, getting wind of it, refused to permit this misuse of the afternoon.

"Open Saturday Nights" was the next tradition to be swept aside. To close the Store at 6 p.m., all the week round had long been one of Mr. Eaton's ambitions. But by many people who could not shop through the day, this opportunity to do so on Saturday evening was greatly appreciated. It was a choice between benefitting the public and benefitting the employees. Decision soon fell in favor of the employees. A homely incident crystalized the matter. Young Mr. E. Y. Eaton came down late to breakfast one Sunday morning. His father asked the reason. The young man replied that he was tired out after the work of the night before. "Business must not interfere with Sundays," said Mr. Eaton with a tone of finality. If his son was too tired to get up in time to go to church, other men's sons and daughters working in the same place must be unduly tired likewise. And the order went out next day that the Store would close henceforward on Saturdays at the same hour as the rest of the week.—That was in 1890.

It was back as far as 1894 that the custom of remaining open in the evenings in Christmas week came under the ban. Words fail to draw an adequate picture of the scene at such a time. On the Saturday night before Christmas the crowds that thronged the Store became so dense that during intervals of twenty minutes the doors were opened only for those who wished to pass out. For but five minutes between these intervals were others admitted.

Young men and their sweethearts, middle-aged men and their wives and families—they were there by the thousands, buying with that happy desperation of the last chance.

Hundreds more added themselves to the festive scene as sight-seers. But Mr. Eaton looking on from the vantage point of the stairway, saw something more than the ebullition of the Christmas spirit—something more than the satisfaction of customers. He saw the weariness of the people on the other side of the counters. What of their relation to the season of good-will? He had long deplored the custom of keeping open at this time. He would break it. Those who were standing with him saw him raise his arm above his head, as if hoping thereby to stem the incoming crowds. "This must stop," he said. "There'll be no more remaining open at night in this Store."



Club Drill at the Eaton Girl's Club. Work over at 5 p.m. means a good long evening for fun in the Gymnasium.

In the Eaton Advertisement of December 14th of the next year appeared the following announcement: "We live in the magic of a dream come true. Time was, and not long since, when the early closing of stores was a merely visionary idea surrounded by all sorts of obstacles, with no one audacious enough to take the initiative. The pendulum now swings to the other extreme, and salespeople are released from a very narrow and illiberal rule in regard to Christmas shopping. Instead of late hours and overworked clerks, this Store inaugurates early closing the year round by closing regularly at six o'clock in December."

But even the daily 6 p.m. closing did not satisfy the Chief of "Canada's Greatest Store." He chopped off still another hour and made 5 o'clock the end of the Store day. A great mass meeting of employees in Massey Hall, on January 2nd, 1904, marked the occasion. They gathered to present Mr. Eaton with an address of appreciation for the incalculable benefit he had effected in their behalf. The Hall was too small to accommodate all those who wanted

to be there. Over a thousand were turned away at the doors. He was greatly pleased at the tribute, but in his generous, outspoken way deprecated the credit due to himself. "People can buy just as much before 5 o'clock as before 7," he said. It was one of the last "family" gatherings between "The Governor" and his associates.

In 1905 the Saturday afternoons of June were added to the half-holidays of July and August. It was Mr. Eaton's last enactment in the great Early Closing movement with which his name will ever be associated in the annals of Canadian industry. When he purchased the business in 1869, the closing hour of the Store was 10 o'clock at night. When he died in 1907, he had brought it down to 5 o'clock in the afternoon, instituted the Saturday half-holiday in the summer months and abolished the hide-bound custom "open in the evenings during Christmas week." An editorial in the Toronto "Star" of January 31st, 1907, referring to his death said:

"The position taken by Mr. Eaton in shortening the hours of work was an immense boon to all who are employed in the retail trade of Toronto. We may be sure that he was actuated, then, not merely by kindness of heart, but by a sense of justice and a desire to give fair play to all with whom he came in contact. We prefer to emphasize this feature of his character rather than his charity and other amiable qualities, because the future of Canada depends largely upon commercial honesty, upon honesty and fair play in all relations of life; and if we forget everything else, we should try not to forget that the man who has passed away, achieved success not only in the commonly accepted sense, but in the sense of doing his duty in the field of commerce with all the fidelity and loyalty of a good soldier."

Succeeding to the Presidency of the T. Eaton Co., Limited, Mr. John C. Eaton assumed with his duties of office his father's sense of responsiblity towards the throbbing question of work-

We laugh at them now, but in '94 we took them seriously enough—these sleeves like twin balloons. The chief concern was to keep them erect, no easy matter.

ing hours. The movement has continued unabated to secure for Eaton employees that measure of leisure which will assure ample time for rest and recreation.

In 1908, Christmas day fell on Friday. The Store was closed from Thursday night until Monday morning: the Saturday following New Year's Day, it was closed again—six holidays within ten days. In acknowledgment of this benefit, the seven thousand employees arranged a celebration in the armories on December 31st for the purpose of expressing thanks to Mr. John C. Eaton "for his kindness in granting favors unheard of in mercantile life." Old employees whose memories have proved hazy regarding the object of the gathering have preserved vivid recollections of the high enthusiasm that marked the demonstration. It was the first public opportunity afforded the staff of acclaiming their new President.

In 1910, the month of May was added to the half-holiday period of June, July and August, and in 1913 the Saturday afternoons of September were included.

In 1914 the opening hour of the Store was made 8.30 a.m., instead of 8 o'clock.

It was characteristic of the Eaton doctrine that to usher in 1919, the year of the Store's Golden Jubilee, Sir John C. Eaton should make his most notable contribution to the cause of shorter hours. By his memorable announcement published on New Year's eve, the Fiftieth Anniversary

brings to the employees of the Stores, Factories, and Mail Order, the all-year-round Saturday half-holiday, and it sees the fulfillment of Mr. Timothy Eaton's long cherished hope: the introduction of the all-day Saturday holiday, with full pay—including piece-workers—in the months of July and August.

"I may not live to see it," he had said in a great gathering of his employees, a few years before his death, "but some of you younger men I believe will see the time when the world's business can be done in five working days, and better done than in six, and when Saturday will be given up entirely to recreation, and Sunday to rest and worship."

THE EATON FACTORIES

AN artist looking for a subject for an etching would find an interesting bit of composition by taking himself some bright morning to the corner of Yonge Street and Trinity Square. Looking westward he would see the gray old gothic church, dusky with shadows from neighbouring houses, and towering behind it, high into the blue sky, a pile of factory buildings enveloped in sunlight. His eye would rest approvingly on these buildings. Against the foil of age in the Square below, their frank utility and rosy newness would arouse his imagination.

And from some such mental standpoint one might well approach the chapter on "The Eaton Factories." To view them across the dark foreground of one's ancient ideas of factories, of unsanitary places and toil-driven people. is to see them bathed, indeed, in purifying rays of light.

Stroll through those same twelve-story buildings that loom up behind Trinity Square, and what do we see?

Great stretches of floor space bounded by fire-proof walls and connected by smoke-proof stairways. Windows on four sides letting in floods of daylight. Drinking fountains supplying cooled and filtered water. Machinery rendered as noiseless, dustless and dangerless as modern invention can render it. A hospital on the premises with qualified nurses in attendance—in a case of accident or sudden illness. And at the designing boards, the cutting tables, the sewing machines, the printing presses, the binderies, up and down the aisles, here, there and everywhere, men, women, girls and boys who look healthy and happy.

Inquiring as to things not seen—hours, pay, etc., what do we find?

A Saturday afternoon holiday all the year round, and a

EATON FACTORIES BEHIND TRINITY SQUARE

The Church of the Holy Trinity in the foreground is one of the interesting landmarks of Toronto. It was erected in 1847 on a donation of £5,000 from two sisters living in England, whose name, by their own request has never been made public.

whole-day holiday on the Saturdays of July and August —with full pay for both week and piece-workers. Daily hours for the rest of the week 8 a.m. to 5 p.m.

Full pay for all Public Holidays for both week and piece workers.

Yearly holiday of two weeks with full pay for all workers who have been in the Eaton employ for two years and over,

MAKING THREAD

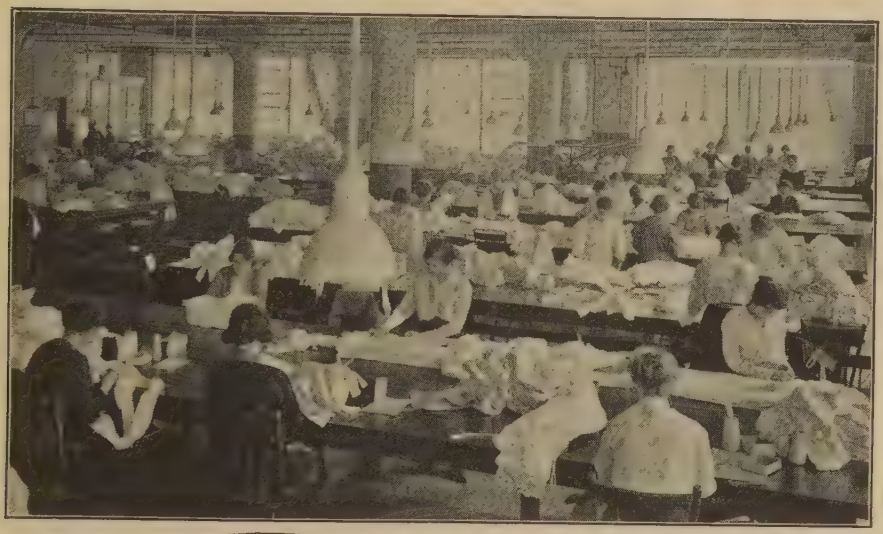
For use in the Eaton Factories and for selling in the Store. On these and other machines —it's the largest, wholly Canadian thread-making plant in Canada—is conducted the whole process, from carding the yarn to winding it on the spools: every detail of production except spinning the cotton

and of one week with full pay for all who have been one year and over.

Minimum wage for men and women—advanced at frequent intervals to meet varying conditions of living expenses. This holds good with "learners," involving a large expenditure per week for which no equivalent production is obtained.

Continuous employment for all workers for fifty-two weeks of the year—one of the things most desired of the wage-earner, and a feature of factory labor by no means

universal in Canada. It is made possible through the active co-operation between Factories and Store: To assure the advantage of retaining the same operators, the Store finds



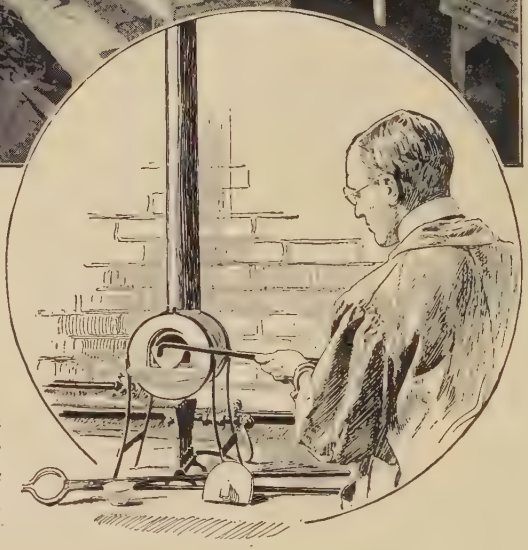
INSPECTING WHITEWEAR
Making sure that the stitching is straight, that there are no loose threads, no oil spots, and that the sizes are correctly marked.

AN ELECTRIC CUTTING MACHINE
By which 60 to 600 ply of material may be cut at once, according to the thickness of the cloth.

it to its own interest to keep the machines running, by placing orders for staple goods to be produced in the dull seasons.

For women and girls privileges of membership in the Eaton Women's Club, affording use of library, rest rooms, a reception room where young women residing in boarding

MAKING HARNESS
At the Carlaw Avenue Factory



TESTING METALS
One of the Staff of the Research Bureau at work at the Crucible in which is determined the amount of alloy in gold, silver, and other metals

houses, may—under suitable chaperonage—receive their young men friends; and offering opportunity to join classes, at small expense, for instruction in dancing, swimming, gymnasium work, and choral music.

For the boys—membership in the Eaton Boys' Club with use of the gymnasium on Saturday evenings, and the privilege, at a nominal fee, of spending two weeks at the summer camp at Victoria Park.

* * *

Moreover, to the men and women outside the walls—to consumer as well as to worker—these Factories on Louisa,

KNITTING THE "CLOTH" FOR HOSIERY
One of the interesting processes at the Hamilton Factory

Teraulay and Alice Streets (and their counterparts in Hamilton and Montreal) rear themselves up as a shining example of modern benefit.

In the elimination of expense: no travellers are employed to sell the products: the Eaton Stores and Mail Orders absorb the entire output—dispensing with the necessity of the usual elaborate system of bookkeeping. The customer reaps an ultimate advantage of lower price on the garment, piece of furniture, or other article of Eaton manufacture.

With constant and intimate access to their factories, Store buyers are in a position to inspect all materials that go into the coats, harness, furs, etc., for which they have placed an order. They are personally confident of the reliability of every detail of manufacture. The factory managers, on their part, in continued contact with the Store are brought into direct touch with the demands of the public,

MACHINES FOR SHRINKING CLOTH

All the wool materials that go into men's, women's and children's garments are thoroughly shrunk on these big machines, including the Jersey cloth so fashionable at the present time

an especial advantage in the designing of garments and utilities.

The Eaton Research Bureau with its extensive laboratories for the testing of fabrics, drugs, metals, etc., is at the disposal of all departments, assuring the dependability of all materials used by the factories for manufacturing purposes.

Great, up-to-date machines for the shrinking of cloth previous to its use in coats, suits, gowns and skirts—an

obvious boon to the ultimate wearer of the garment.

The Eaton Foreign Buying Offices with their resident buyers and exceptional facilities for the selection and transportation of fabrics and of models from Great Britain, France, Switzerland, United States, Japan, and other countries.

The staff of designers trained to specialize on individual garments, and afforded every opportunity of keeping in touch with fashion centres and all the varying influences thereof. Scarcely a week in the year, when some of them are not in New York seeking for any inspiration to be found there.

Upon this rock foundation of good quality, good style and good value rests the phrase so familiar to patrons of the Eaton Stores—"Made in Our Own Factories."

* * *

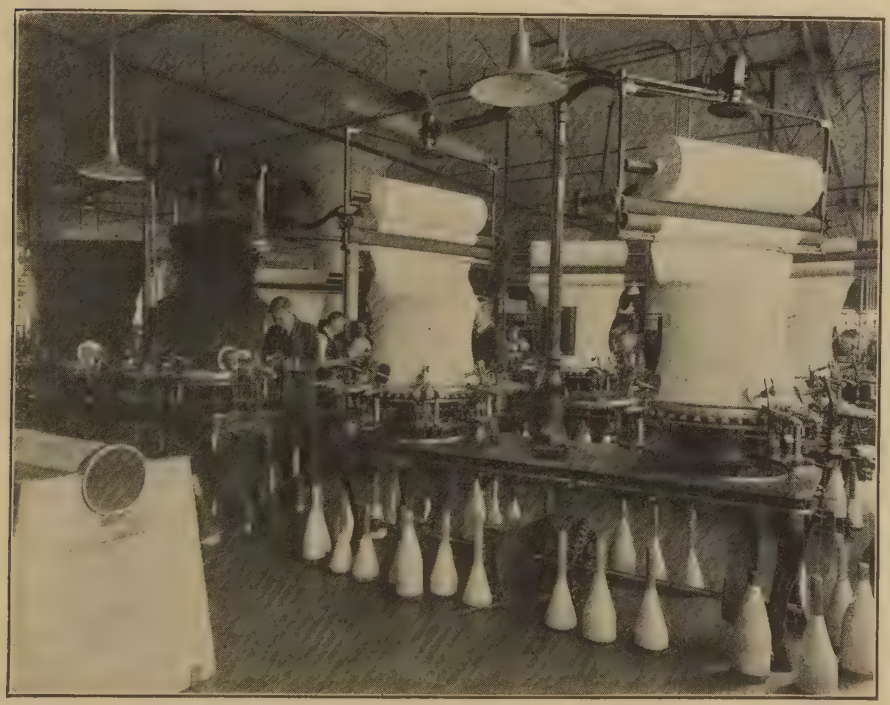
There are Eaton Factories at Toronto, Hamilton and Montreal,—over twenty acres of floor space—devoted to the manufacture of clothing of every kind for men, women, infants and children: knitted goods of all descriptions, from stockings to sweater coats; corsets, harness, furniture, thread, embroidery, furs, neckwear, school books, flavoring extracts, toilet preparations, drugs, and various and sundry other commodities.

Those who have followed Eaton affairs up through the years, can tell how different was the beginning of it all. They will carry you back to 1890 to the little room over the Store next door, where the first manufacturing was done—men's shirts and women's underwear. The plant consisted of eight sewing machines. It had been found impossible to keep the Store supplied from outside sources with sufficient quantities of the popular priced grades of the garments mentioned. Mr. Eaton regarded every difficulty as a challenge to action. He acquired this room, installed the machines, and presto! the whitewear counters were in receipt of regular consignments of women's white cotton night gowns at 25c. each and men's unlaundered white cotton shirts with linen fronts at 50c. each.

TORONTO FACTORIES--LOOKING WEST ALONG ALICE ST.

The northern unit of the twelve-story buildings—connected with the Store by subways under Louisa and Albert Streets. The outer stairway, for use in case of fire, runs down in the open spaces indicated at the left of the photograph.

The work soon outgrew the space and the capacity of the machines. A factory on Adelaide Street was procured: fifty electric machines were put in, and blouses, print "wrappers," and boys' knickerbockers were added to the list of productions. These premises soon became too small for the necessary output. The property to the north-west of



KNITTING JERSEY CLOTH

One of the phases of production in which the Hamilton Factory has been particularly successful

the Store, fronting on Albert Street, was acquired in 1893, and a four-story factory erected, an overhead bridge spanning the intervening lane and connecting it with the main building: In this building was begun the manufacture of women's coats and "golf" capes—what one ventures to assume was the foundation of the cloak-making business in Canada.

About this period a distinct improvement in women's dress made itself evident. It developed rapidly in the

THE EATON FACTORY AT HAMILTON

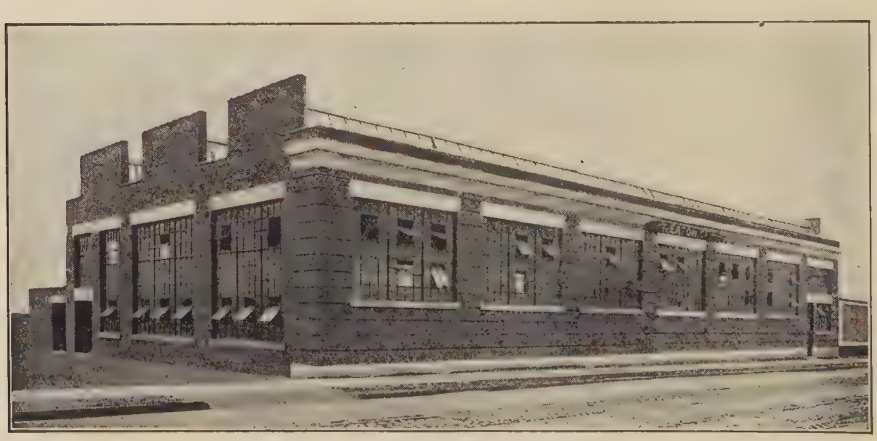
Not only for its fine airy premises and all modern manufacturing conveniences, is this factory noteworthy, but because, too, of its exceptionally fine equipment in machinery, especially in knitting machines and dyeing facilities. It was opened in 1915 and is under the direction of Major W. F. Eaton

MAJOR WILLIAM FLETCHER EATON

Major Eaton, a brother of Sir John C. Eaton, is head of the Hamilton Factory and a member of the Advisory Board of the T. Eaton Co., Limited. He was instrumental in the establishment of the immense knitting factory at Hamilton, the most up-to-date of its kind in Canada. During the early part of the War, Major Eaton was on the staff of the Assistant Director of Recruiting for Canada, in which capacity he travelled throughout the Dominion for the purpose of raising troops for the C.E.F. He was also a personal Staff Officer to the Minister of Militia for Canada. Later he was associated with Col. Greer in the administration of the Military Service Act of Canada. He is one of the Commissioners of the Boy Scouts of Canada.

MAKING EMBROIDERY AT THE BLOOR ST. FACTORY

One of the more unusual activities of Eaton Manufacturing—embroidering flouncings, edgings and all-overs



EATON EMBROIDERY FACTORY ON BLOOR STREET WEST

succeeding years. Fashion magazines came into wider circulation. Harper's Bazaar, Vogue, The Queen, The Lady's Pictorial, the Delineator, and other publications be-

THE MANUFACTURE OF MEN'S CLOTHING

In this, as in the making of coats, suits and gowns for women, hand work is a prominent feature. In the cutting, sewing and pressing, the motive power is electricity, but control is in the hand of the operator.

Making buttonholes by hand on a man's coat

came well-known and well-read in Toronto households. Under this influence women grew more alert towards change of styles, more keen for variety of costume. The demand for wearing apparel increased very considerably, a result

which was soon manifest in the Eaton Factory. Dresses and suits were soon manufactured along with the coats and wraps. The blouse departed from its homely and serious ways and assumed a lighter and more ornamental air. Girls and boys revolted against the time-honored make-overs from

FACTORY MANNEQUINS DISPLAYING GOWNS

Just as they do it in Paris and New York. When the Store Buyer selects his gowns at the Eaton Factories they are shown by mannequins—as in the photograph above.

their parents' wardrobes and "school clothes" became a feature of garment making. The business in "ready-mades" boomed.

Add to such conditions, the growth of the Store and Mail Order, and it is not hard to understand that the Factory found itself crowded out of the Albert Street quarters. The consequent removal was to spacious premises on the north side of the same street. Here many pieces of improved machin-

ery were installed, and men's clothing, furs, and corsets were added to the productions. But again the Store and Mail Order outgrew their boundaries. The Mail Order surrendered the space it occupied, took over the quarters occupied by the factory, while the Factory, in turn, reared for itself a new building on the north side of Louisa Street.

The first twelve-story factory behind old Trinity Square was built and occupied in 1909, the six-story building on the site of the old Louisa Street School in 1913, and the second twelve-story factory on Alice Street in 1917. Bloor Street Factory was opened for work in 1916. Montreal Factory has been in operation since 1909. The huge factory at Hamilton was established in 1915, with additions made in 1916 and 1919.

It has been said of the late Dwight L. Moody in connection with his work in the cause of the Y.M.C.A., that he was responsible for the erection of more brick and mortar than any other man in the United States. Might not the same be said of Mr. Timothy Eaton in relation to Canada?

THE MAIL ORDER

EDWARD BELLAMY in his famous dream of a Utopia that flourished in the year 2000, has much to say about buying and selling. Readers of "Looking Backward" get a vivid picture of the ideal store in which no one is influenced to purchase through the persuasions of a salesman, but, supplied with printed information concerning the various merchandise set forth on the counters, is left with a free mind to make his decision. As the dreamer describes it: "I saw that there was fastened to each sample a card containing in succinct form a complete statement of the make and materials of the goods and all its qualities, as well as price, leaving no point to hang a question on."

When Bellamy wrote his book in 1887, the mail order method of buying and selling was in its infancy. Had he lived until 1919 and caught a glimpse of the hundreds of thousands of Canadian households selecting their clothing, their furniture, their furnishings, their groceries, their drugs, and their children's toys from "complete statements" of quality, price, etc., printed in the Eaton Catalogue he might not have deemed so great the contrast between shopping in the present age, and in his dream days of the year 2000.

And far it passes the flimsy frame-work of a dream—this mammoth institution of the Eaton Mail Order. It embraces all Canada in its service. Out from the buildings on Louisa Street pours the daily stream of packages for the fishing villages on the coast of Labrador, for the farm lands along the St. Lawrence, for the rugged places adjoining Manitoba, for the mining towns in the primeval North, and for the cities and countryside that fill the vast stretches between. And where Toronto's distribution ends, that of Winnipeg begins. The Eaton Mail Order there with its

THE MAIL ORDER BUILDING, TORONTO

This is on the north side of Louisa Street. The Mail Order is also in possession of space in the Eaton building on Albert Street where out-of-town customers may view samples of everything illustrated in the Catalogue—a very popular resort for visitors.

supplementary warehouses at Saskatoon and Regina deals with the needs of the great West. A third Mail Order now under construction at Moncton, will in a short time give the Maritime Provinces a special service of their own.

More than once it has been declared by public speakers that the Eaton Catalogue is one of the big factors in the Canadianizing of the foreign settler. In the study of its pages, he is helped on his way to familiarity with the language, the dress, and all the home-making appurtenances of the country of his adoption.

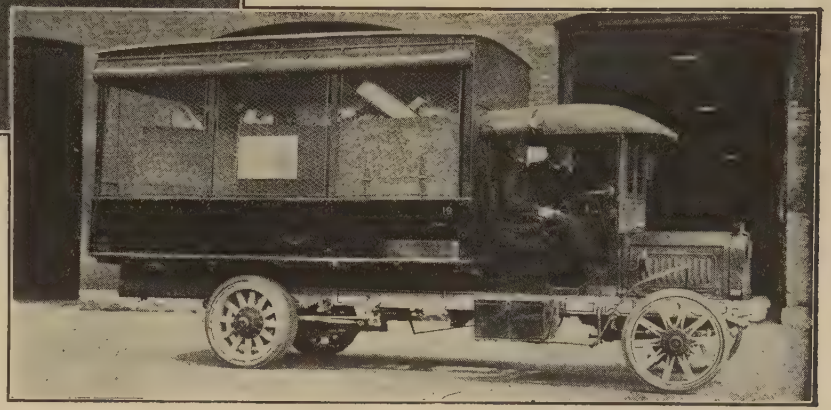
* * *

It was about the year 1884 that filling letter orders began to rank as an Eaton specialty. It followed the circulation of the first Catalogue, a little pink paper booklet containing thirty-two pages of Store values, printed for distribution among out-of-town visitors to the Canadian National Exhibition. They took the booklets home with them—and the ordering started. Every mail brought in its bundle of requests for so many yards of the black silk finish cashmere at 60 cents a yard, so many ladies' linen collars, cape style at 12½ cents each, so many pairs of the ladies' ten-button-length, undressed "Mousquetaire" kid gloves at $1.25 a pair, etc., etc. It was necessary for one woman to devote her entire time to the filling of the orders—with the aid of a small boy to do the parcelling.

Next year the Catalogue was forty-eight pages thick. Those who received it told their friends about it. There were many requests for it. Customers who ordered the merchandise listed, developed the habit of writing for anything else they might require. The Mail Order staff of two, increased to four, six and eight. The original "desk space" which accommodated the new "department" in the gallery that ran along the Queen Street wall was abandoned for larger quarters on the Second Floor. Ingenious is a more fitting term than handsome or comfortable, when it comes to describing Mail Order equipment in those early days:

PARCEL CHUTE AT THE MAIL ORDER

Picture a sort of spiral toboggan slide with packages of all shapes and sizes spinning down it, and you have a good idea of how most of the Mail Order parcels reach the Shipping Room from the floors above.



"QUICK SERVICE"
One of the Trucks which ply many times daily between the Mail Order and the trains.

one-and-a-half-inch planks laid three in a row on cross-pieces, made in saw-horse style from old packing cases, served as tables. But here the young enterprise grew and prospered. On these crude trestles was built up the great Eaton Service for out-of-town customers. This second floor office was the first headquarters of the corps of Mail Order buyers who soon became a familiar feature of the Store, making the rounds of the departments shopping for those out of personal

DRAWINGS FOR THE CATALOGUE
A glimpse of the artists at work in the Mail Order Studio.

touch with the Store. A note in the fall and winter Catalogue of 1886-87 describes their duties and qualities:

> "*About Our Mail Order Staff:*—First, then, we would explain that all orders received having been duly recorded (and remittances, if any, placed to the sender's credit), are entrusted to a staff of young ladies, wholly independent of our regular selling force, who have been carefully selected for their painstaking dispositions and excellent judgment in matters of dress, thus eminently qualifying them to occupy the positions with which they are entrusted. These lady clerks go, letter in hand, from counter to counter until the entire order is filled, and give distant purchasers the benefit of a thorough knowledge of the most advanced fashions which constant attention only can cause anyone to acquire."

And what a confident and friendly spirit marked much of this ordering by letter in the days when the height and breadth and length of a department store were not taken for granted as they are now. Here is one dear soul in a nearby village so pleased with all her purchasing that she sends "for Mrs. Eaton" a basket of plums. Another customer writing for vocal music asks as a special favor that "Mrs. Eaton or one of her family will try it over on the melodeon." It was a common request that the personal advice of Mr. Eaton be obtained in the matching of some bit of wool or the choosing of some coat or length of cloth.

From 1894 to 1896 the Mail Order moved about hither and thither, up-stairs and down-stairs, first to the third floor of the new Albert Street building, then to the fourth of the same, then down to the Main floor of the James Street building, finally obtaining adequate space on the second floor of this James Street end of the Store. It was while situated here that the work was first divided according to the locality of the customer—into eastern, western and northern sections.

But it was in 1903 that the great move was made, when the Mail Order left the family roof so to speak, and started up in premises of her own—in a new red brick building across the road from the Store, on the north side of Albert Street. The method of filling Catalogue orders through the medium of Store buyers was superseded by a new plan of distribution of vouchers to be filled by the salespeople of the various departments. And it was from here in the Autumn of 1907 was sent out the sensational announcement: WE PREPAY ALL CHARGES ON EXCHANGES. In the event of any dissatisfaction with a purchase, the Mail Order would pay for the transportation—postage or freight—on all merchandise returned for exchange or for refunding of money. It was the first offer of the kind to emanate from any mail order house in Canada.

Meanwhile bigger and bigger, better and better had grown the Catalogue, until in 1909 the Mail Order reached

READING CUSTOMERS' LETTERS IN THE MAIL ORDER

A corner of the Clerical Department where the various items on the orders are classified according to the departments in which they must be filled.

the great milestone in its career—the acquirement of its own stock of merchandise—everything from hairpins and lace collars to plows and kitchen ranges. It was organized into separate departments, each with its own head, assistant and staff. To meet the consequent need of greater floor space, the buildings it now occupies on Louisa Street were

BINDING SCHOOL BOOKS

The Eaton Printing Department in addition to its work of turning out over a million Catalogues per year, publishes the Public School Readers for Ontario, Nova Scotia and Prince Edward Island.

taken over from the Factory, the latter being transferred at this date to the tall buildings behind Trinity Square.

In the matter of "Free Delivery" it has been a case of liberal, more liberal, most liberal. In 1906 it was announced that shipping charges would be prepaid on orders of $25.00 and over, on all but furniture and a few other heavy forms of merchandise. In 1913 the offer was "bettered" to the extent of paying charges on all orders of $10.00 and over—

"DREAMS THAT HAVE COME TRUE"

The prize cover design by Mr. Curtice O. Westland, of Toronto, selected for the Fall and Winter Catalogue of 1919-20, from a hundred and sixteen sketches submitted by artists from all parts of Canada. The competition was held under the supervision of the Society of Graphic Art.

with furniture, farm implements, stoves, etc., shipped freight paid, direct from factory to customer. And in 1918 was introduced the ruling in present vogue: Free Delivery on all orders of $5.00 and over—with exception of heavy goods

EATON MAIL ORDER BUILDING AT MONCTON, N.B.

Now being built for the benefit of customers in the Maritime Provinces—to overcome the delay in the transportation of merchandise from Toronto.

such as groceries and hardware,—and furniture, stoves, etc., shipped freight paid.

* * *

"But what like is the Mail Order?" does somebody ask? "What kind of a wonderful place is this from which our orders from Eaton Catalogues are filled?"

Floor after floor, wider and longer than the eye can clearly reach. The buzz and tear of machines opening letters; the click of endless typewriters; the hum of electric

stencils inscribing labels. The thump of innumerable rubber stamps. The rumble of many trucks. The thud of packages on the chute. The whirr of elevators. The wonder of the crucible, the flash point and other mysterious apparatus that test materials and metals, and analyze foods and drugs. The interesting atmosphere of the Studio whence come the Catalogue drawings. The quiet of room after room where deft-handed men and women lift down from the shelves and racks the coats, blouses, petticoats, curtains, bales of cloth, bolts of ribbon, boxes of buttons, bottles of medicine, and all the myriad commodities that represent the daily demand of Catalogue readers. These are some of the sights and sounds that mark the activity of the two thousand and more workers in this Eaton Service for the out-of-town customer. Many wagons passing back and forth, time after time, in endless chain, between the buildings and the Post Office are another significant feature. And possibly most significant of all is that other outside view—the encircling pile of Factories, which in their bounty and skill in production, constitute an unfailing and economic source of supply for Mail Order stocks. Nor should there be overlooked those other strongholds beyond the sight of the physical eye—the offices in London, Paris, Zurich, Manchester, Leicester, Belfast, New York and Japan. For they mean much to the great Mail Order where imported merchandise is concerned, in procuring it advantageously and in speeding it on its journey thither to Canada.

A man once wrote, asking the Mail Order to supply him with a wife: he so much admired the girls that were pictured on the pages of the Catalogue. There is on fyle more than one letter from children requesting baby-brothers and baby-sisters. It is a very human place, after all.

THE BUYING ORGANIZATION

IT has been said, facetiously, that you can't board a train or boat in a tour of Europe or Asia that you don't run across an Eaton buyer. And it may be affirmed with truth that a Torontonian seeking counsel of friend or even transportation agent, regarding a trip to the Orient, is invariably advised, among other things, to "get into touch with some of the Eaton people: their men are back and forth all the time."

To anyone on terms of daily familiarity with the Store, it is the common privilege to procure first-hand versions of current events in foreign places. "Mr. B. got back from England to-day" somebody informs you. "The strike was on the week he was to sail, and such a time as he had to get to Liverpool, etc., etc." Or perhaps it is a word to the effect that Mr. D. has just arrived from abroad and says Paris is beginning to look her old gay self again, and so on and so forth. Or it may be that you run across Mr. S. or Mr. F. who has recently returned from the far East, and therewith follows a thrilling tale of narrow escape from shipwreck in the China sea, together with much unpublished information on the Shantung dispute.

To put the matter in a nutshell—the Sun never sets on the Eaton Buying Organization. At the hour when the blinds are being drawn at the end of the day at 45 East 17th Street, New York, the shutters are being thrown back for the next day's business at Kobe, Japan.

This second of the Oriental Offices—there is another at Yokohama—was opened in January of 1919, in the fiftieth year of the Store's business. It is the Jubilee seal, so to speak, on Mr. Timothy Eaton's record for sending out buyers to the world's markets. He was a pioneer in European

PARIS

LONDON

YOKOHAMA

BUILDINGS IN WHICH SOME OF THE EATON FOREIGN BUYING OFFICES ARE LOCATED

MANCHESTER

NEW YORK

LEICESTER

EUROPE, ASIA AND AMERICA—IN THESE BUILDINGS OF WIDELY DIFFERING ARCHITECTURE ARE DOMICILED FOUR MORE OF THE BUYING ORGANIZATIONS

KOBE

travel for mercantile purpose. He was probably the first of Canadian retail merchants to establish his own permanent buying offices across the seas. In 1893 an Eaton office was opened in London, and in 1898 a similar institution in Paris. And since his father's death, Sir John C. Eaton has widened the scope of the Company's representation abroad in the opening of buying offices in Manchester and in New York in 1911, in Zurich, Switzerland in 1912, in Belfast and in Leicester in 1913, in Yokohama in 1918 and in Kobe in 1919.

Before the establishing of the Paris office, Eaton buying in France and adjoining countries was done, according to established custom, through commissionaires. Everyone thought it could be done in no other way than through the medium of native Frenchmen who knew "the ropes," and the language. Nevertheless the Company settled itself in its own quarters in the French capital, with most of its staff recruited from Canada, including the man in charge. And from that day to this it has handled the vast business connected with all the buying and shipping of merchandise imported from this part of Europe by the Stores, Mail Orders and Factories at Toronto and Winnipeg.

* * *

Generally speaking, the function of the Foreign Office and its staff may be defined as follows:

To act as an alert "on-the-spot" representative of the various managers at home—to buy for them, to advise them of new styles, new tendencies, etc., and when the managers themselves appear at regular intervals for the purpose of doing the bulk of their buying in person, to acquaint them with local conditions, to direct them on their purchasing tours, and to serve, if need be, as interpreters.

To settle all accounts for merchandise purchased within the territory covered by this or that particular office.

To speed up deliveries on ordered goods and supervise all details contributing to their quick transportation to Canada.

To undertake the packing and shipping of small orders and any, large or small, which are not shipped direct to Canada from the manufacturer.

* * *

As far as the classification of merchandise is concerned:

The principal things to pass through the London Office are books from English and Scotch publishers, drugs from British manufacturers, heather tweeds from Scotch and English mills, ostrich feathers from London manufacturers, carpets from Kidderminster, curtains from Nottingham, cutlery from Sheffield, needles from Redditch, and sporting goods and hardware from factories in London and elsewhere. Through London, too, come some of the loveliest of cretonnes, chintzes and hand-blocked linens. And under the supervision of this office are shipped the fragile consignments from the potteries at the "five towns" of Staffordshire,—tea sets and dinner sets in Coalport, Adderley, Ayresley, and other chinas of international fame.

IN THE MODE OF 1919

On they come in endless procession throughout the seasons—coats and frocks from New York and Paris: one of the literal interpretations of the term "Foreign Buying Offices."

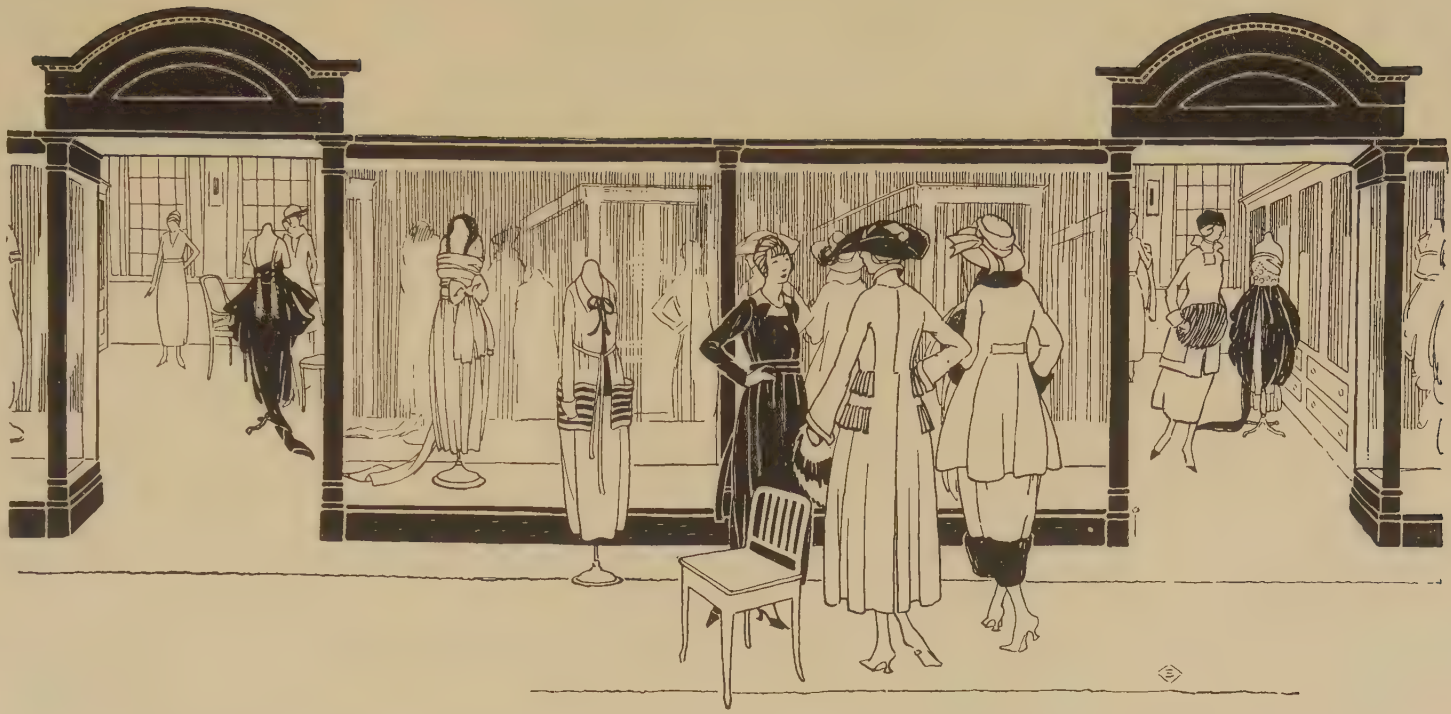
The Manchester Office devotes its attention to the products of the cotton and cloth mills—to cotton, longcloth, nainsook, etc., and to the lower-priced serges and tweeds. It is through this office is imported the raw yarn for the making of thread in the Toronto Factory, and the standard lines of print, which are bleached, finished and dyed specially for Eaton trade. Earthenware and glassware are specialties of the Manchester representation.

The Leicester Office, as situated in the centre of the knitting factory district, conducts the buying and shipping of much hosiery, and knitted underwear. English laces are also exported to Canada through Leicester's care.

From the Belfast Office come the linens for which the Emerald Isle is famous,—Old Bleach and other makes. The Scotch linens are likewise shipped from Belfast. So, too, are certain lines of hosiery.

Paris!—no need to explain the particular part she plays in this scheme of stocking a great Store. The very names of her dressmakers and milliners are familiar terms in the language of Canada. Jenny, Lanvin, Chanel, Renee, Callot, Premet, Paquin, Worth, Poiret, Bernard, Doeuillet, Louison, Georgette, Margaine Lacroix—the gowns, suits, wraps and millinery rushed out from the great Openings have made common knowledge of the distinguished titles inscribed on the waist bands of the garments and the linings of the hats. Neckwear, beaded bags, hand-made underwear (French hand-embroidered lingerie is one of the great specialities of the little inner rooms of the Underwear Department), kid gloves, hand-made blouses are some of the other commodities that might inform you, could they speak, of their recent association with the Eaton Office in the Rue Lafayette. Jewelry, silks, velvet and "art" goods; laces from Belgium, leghorn hats from Italy, olive oil and soap from Southern France—all these go through the shipping rooms of the Paris Office.

Certain members of the staff attend the races at Longchamps, Auteuil and other places where Fashion disports



IN THE STORE—THE LITTLE ROSE AND GRAY ROOMS FOR NEW YORK AND PARIS GOWNS

herself, and when conditions readjust themselves, they will be on hand with note books at Trouville, Deauville, and the Riviera.

One may readily guess the nature of the activities that occupy the New York Office. As the great stronghold of ready-made garments in particular, and authentic Fashion in general, New York knows scarcely a week in the year in

AN EATON OFFICE IN YOKOHAMA

The square lettering of the familiar sign is like a glimpse of home to the Canadian who catches sight of it in Kobe or Yokohama. This office was used temporarily—previous to occupancy of present premises.

which a large quota of Eaton buyers is not lodged in her hotels—managers of departments with their assistants, down to purchase; designers from the Factories to "get ideas;" writers from the Advertising staff to absorb styles and scent tendencies; people from various Offices to note anything new or "efficient" in methods of operating; and members of the Welfare Organization to see what's being done elsewhere for the health and recreation of store workers. To all of whom the Eaton Offices at 45 East 17th Street are headquarters, and the staff thereof is guide and counsellor.

Besides garments and millinery, New York deals with the sending to Toronto of huge quantities of silk, velvet, silk stockings, silk "undies," knitted underwear of many grades, silk gloves, endless numbers of books, great quantities of footwear, model garments in fur, and machinery, simple and ponderous of various sorts.

THE EATON STAFF AT THE YOKOHAMA OFFICE

Japanese women are not behind their Canadian sisters in entering business life.

As might be expected the two youngest offices, at Yokohama and Kobe, are by no means the least interesting of the big family of buying institutions. To the buyer on his first trip to the Flowery Kingdom they seem hugely quaint and queer.

The cupboard-like rooms in the places of business, the manufacturer in his silk kimona squatting on the floor, his book-keeper in the same position with his desk on his knees, the upturned box or flimsy stool offered to the customer

in place of a chair, the nearness of the household quarters, open to sound and view, the interpreting of conversation by the "banto"—it is all very diverting and a bit perplexing, until the novelty wears away.

The embroidery which figures so prominently in Japanese productions is done to the order of the manufacturer in the homes of the natives, the most elaborate and intricate designs being allotted to the menfolk. And much of the Japanese cotton and linen is woven on hand-looms in family back yards. As with all purchases of the Japan offices these kimonas, table covers, doilies, etc. are delivered for inspection to the Eaton "go-down" or warehouse, where they are afterwards packed and made ready for shipment. In this work of checking over the buyers' orders, looking for flaws in material, errors in quantity or sizes—every manufacturer supplies a duplicate sample that his customer may compare the finished work with the original order—it is interesting to note that Japanese women are employed with marked success. They work with speed and accuracy.

The major portion of the Japanese silk buying is done in Yokohama. The latter is the fountain head, too, for kimonas, both silk and cotton. In Kobe, another important shipping port, is bought porcelain and matting. And at Osaka, the Manchester of Japan, situated twenty miles from Kobe, are procured towels, factory cotton, and certain lines of stencilled table fixings and embroidered garments. Padded gowns, tea cosies and dolls come from Kyota, and toys in immense quantities from Tokio.

London, Manchester, Leicester, Belfast, Paris, Zurich, New York, Yokohama, and Kobe—nine tributaries whence flow into Toronto and Winnipeg the weighty cargoes of merchandise from the markets of the outer world.

THE WINNIPEG STORE

ONE summer evening in 1904 a man stopped at a street corner in Winnipeg to buy a paper. No other purchaser was in sight and the newsboy was in a mood for conversation.

"They say young Eaton's up here looking for a place to build a store" he began in the expansive manner of the West.

"Is that so?" said the man.

"Well, I can tell you one thing they can't do if they come up here—they can't start having coppers or Saturday holidays" declared the young citizen.

"You don't think so? Well, if old Mr. Eaton says he's going to do anything, you may depend he'll do it" replied the man.

"Say, have you ever seen him?" inquires the boy.

"Yes."

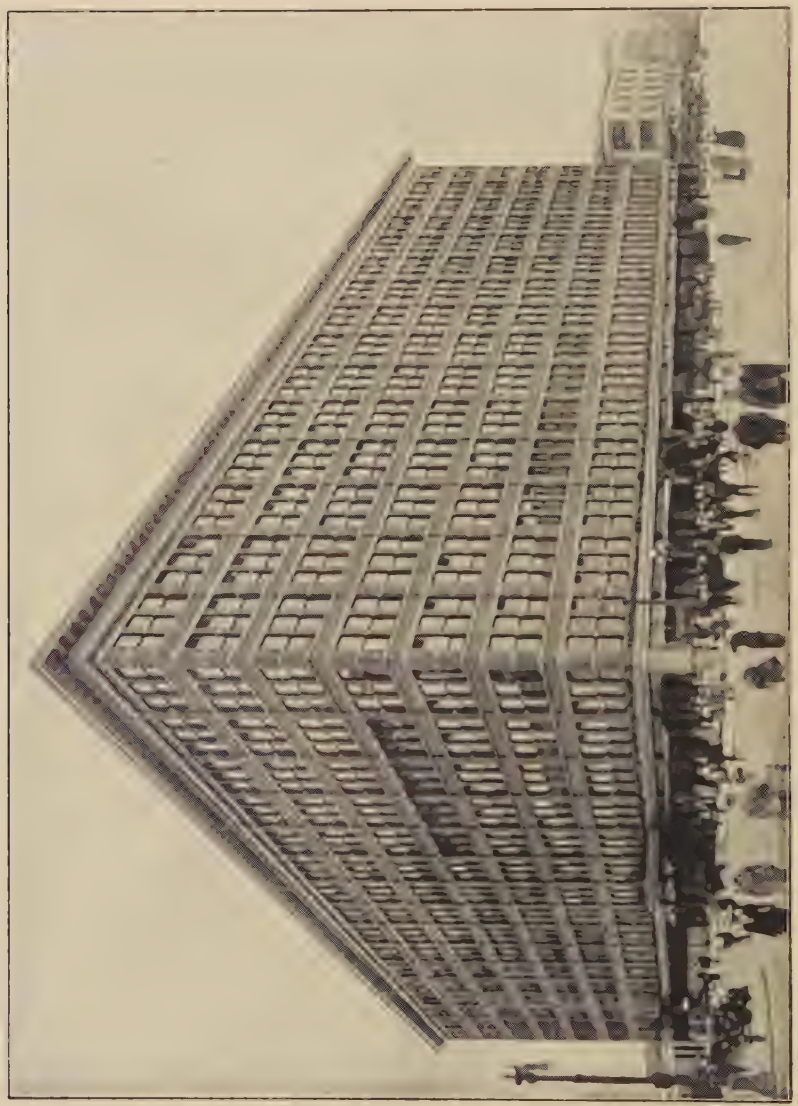
"Do you know him?"

"Yes, I know him," replied the man.

At this promising juncture, the newsie spotted another customer and abandoned the corner and the conversation.

The man to whom he had been talking was "young Eaton", who before returning to Toronto confirmed the rumor regarding his intentions, by purchasing property on Portage Avenue—the entire city block bounded by Donald Street, Graham Avenue and Hargrave Street: 266 by 490 feet.

In the councils of the Company, Western business had been discussed originally from a purely Mail Order standpoint. The idea of building in Winnipeg was first mooted as a means of saving time and expense in transporting goods to customers in Manitoba, Alberta and other Western Provinces. But



THE STORE OF THE T. EATON CO., LIMITED, AT WINNIPEG, MANITOBA
It occupies the block bounded by Portage Ave., Donald St., Graham Ave. and Hargrave St., with the main entrances on Portage Ave. It was opened July 17th, 1905.

representatives, after visiting the ground, were in favor of a combined Store and Mail Order. And chief enthusiast in the project was Mr. John C. Eaton. It was on his shoulders the whole burden of the enterprise was eventually placed. It was an epoch in his career. The Winnipeg Store was the first large business venture for which he assumed sole responsibility. This was the point where his father put him to the crucial test.

The first sod was turned on July 24th, 1904. To the question put by a certain Winnipeg builder as to how long it was going to take to put up the proposed five-story Store, the Eaton official in charge of the work replied "We expect to be running in twelve months." The builder laughed. "You couldn't put up a band-box in that time," he said.

The excavating proceeded at a rapid pace. The Eaton building organization sent up from Toronto got to work at the steel construction without delay. On the 17th of March of the following year the first brick was laid, and early in July the building was ready for business. Several hundred cars of merchandise were waiting on the tracks and in the sheds. It was soon installed in the various sections of the Store. And on Saturday afternoon, July 15th, 1905, a few days less than a year from the turning of the first sod, the formal opening took place, the Public being invited to inspect the premises.

It was a gala event—attended by all members of the Eaton family who could make it possible to be present. They entered into the spirit of the occasion with immense enthusiasm. At the moment set for the doors to be unlocked, Mr. Timothy Eaton, together with little Timothy, son of Mr. John C. Eaton, performed the ceremony of pulling the bell which was the signal for the throwing open of the doors. The crowds rushed in, the first person to cross the threshold, an enterprising small boy, receiving a prize of $5.00 from Mr. Eaton. And throughout the afternoon the sight-seeing proceeded with that happy swing which marks the inauguration of a new and interesting enterprise.

On Monday, July 17th, the Store opened for the first day's business. The ladies of the Toronto party graced the occasion in a very practical manner. Mrs. Timothy Eaton

TIMOTHY EATON, JUNIOR

The eldest son of Sir John C. Eaton, when he assisted his grandfather in the ceremony of pulling the bell which opened the Winnipeg Store. Mr. Timothy Eaton sat in his wheel chair with his young namesake on his knee.

acted as a floor-walker. Her daughter, Mrs. Charles Burden, was a cashier; Mrs. John C. Eaton and Mrs. E. Y. Eaton were on the selling staff. For which services, it may be mentioned, incidentally, they were paid—at the prevailing

rate of a day's wage for the particular work they undertook.

Not the least among the special features of the day was the introduction of the debatable "copper"—the one-cent piece which hitherto had received no recognition among the coinage of Manitoba. The Company had procured a consignment of them from Ottawa, and presto, their circulation

EATON BUILDING ADJOINING THE STORE IN WINNIPEG
Erected in 1916, it is utilized at present for the City Delivery, the Printing Plant, and part of the Mail Order.

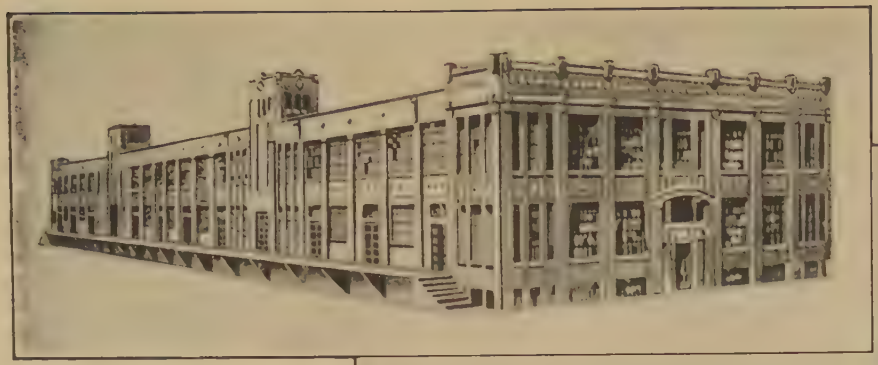
began. Certain merchandise was marked, according to custom in Ontario, 78c., $1.39, and $1.98. When the customer was given the odd cent or two as change, she invariably returned it. "Haven't any use for it" was a common comment. Should she insist, her attention was drawn to charity boxes nearby, into which, if she pleased, she might deposit the despised coin. To popularize its use, however, daily papers, which though priced at a penny, were customarily sold on

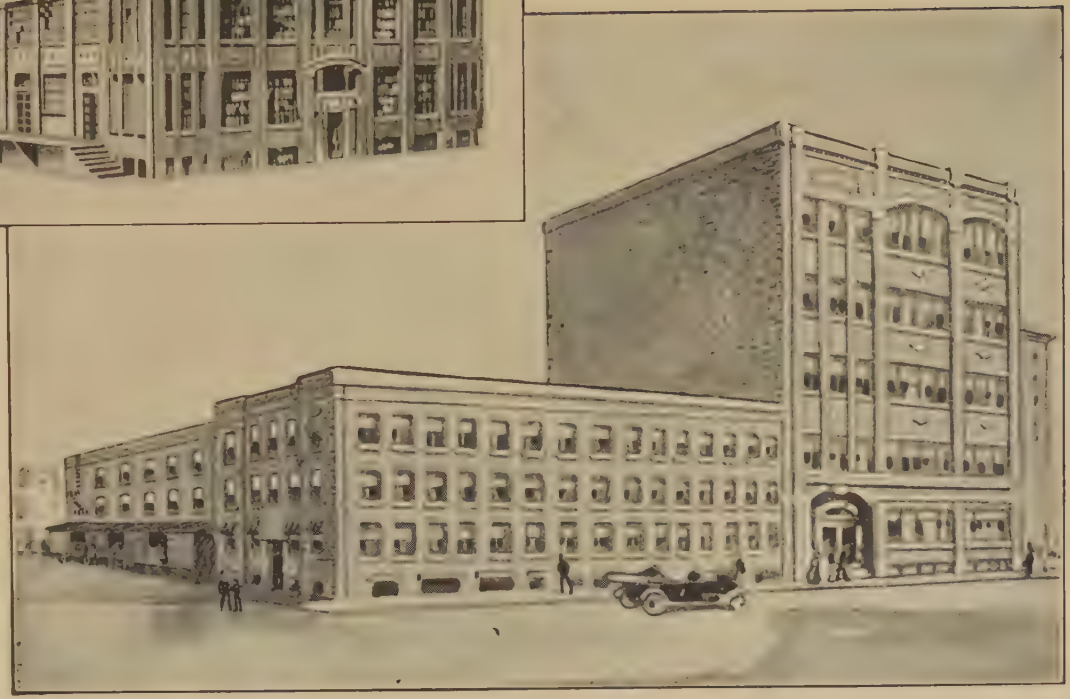
the street at five cents, were now offered in the doorways of the Store at their marked price of two cents. In a few months the copper was a familiar sight in Winnipeg.

Of the staff of seven hundred employees with which the Store began—it was necessary to increase it to twelve hundred and fifty within a few weeks' time—two hundred and fifty had been recruited from the Toronto Store. They were asked to go up for a year, after which, if any so desired, they were free to return to their old positions at home. Out of the number, not quite a dozen came back at the end of the stipulated period. The ozone may have had something to do with it. The pervading spirit of hospitality and open-heartedness must be included without doubt in the lure of the new country. It showed itself at the outset. Many of the girls from Toronto, not pleased with the accommodation of the ordinary boarding places, presented themselves at private houses in the good residential districts and inquired if rooms could be rented. On hearing they were "some of the people come up to work at Eaton's," numerous comfortable homes were thrown open to them until they might find satisfactory quarters. The Company shortly after arranged for a large house to be used temporarily as a residence for employees.

* * *

Easterners who had settled in Winnipeg were among the keenest friends of the "daughter" Store. More than one was heard to say how good it was to see the Eaton wagons (duplicates of the Toronto deliveries) driving through the city; it made them feel as though they were in Toronto again. Winnipegers soon adopted the institution as their own. Within two weeks it was found it would be necessary to add another story to the building. The original intention had been six stories. But after a count had been taken of the number of people who passed that particular section of Portage Avenue in a day, it had been decided to make it only five. The most optimistic prophets were of the opinion that a building of such dimensions would be sufficient for the wants of the busi-





These are Warehouses for furniture, farm-implements, stoves and groceries, erected for the purpose of saving time and expense in the distribution of heavy merchandise to customers in adjacent territory. The upper photograph is of Regina, the lower of Saskatoon.

EATON MAIL ORDER WAREHOUSES AT REGINA AND SASKATOON

ness for some years to come. A brief fortnight sufficed to show the error of such an estimate. The sixth story was added—providing another acre of floor space. This has proved inadequate in meeting the demands of Store and Mail Order. Only fourteen years have passed, but within that time it has been deemed necessary not only to add two more stories to the original building, also two wings on Donald St., and one on Hargrave St., squaring off the building to its present proportions, and providing floor space for Store Service of about 21 acres, but to purchase the block to the south of it—Donald St., Graham Ave., St. Mary St. and Hargrave St., on a section of which has been built an eight-story Mail Order Building—also additional property for power house purposes on the block bounded by Hargrave St., Graham Ave., and Carlton Street. In 1905 there was a slight tendency evinced in the retail business towards moving up Portage Avenue. It may be safe to venture that the establishment and expansion of the Eaton Store is in large measure responsible for the fact that the movement has been confirmed and that the shopping district has located itself in this particular region.

In the main points, the government of the Winnipeg Store is identical with that of the parent institution. The controlling policy is the same. The Saturday half-holiday all year round, with all day Saturday in July and August is in force. A minimum wage also obtains. The Research Bureau, Exchange Offices and Adjusting Bureau play the same vital part in Store Service.

Winnipegers visiting Toronto, declare, in their loyalty, that their Western Eaton's possesses many advantages over the one here. On the other hand, Torontonians in the West are wont to frame the comparison in favor of Toronto. The points of similarity exceed, however, the points of difference. There is the same wide display of British, French, American and domestic merchandise, of specialties from Japan, China and Switzerland, and of the more standard styles and commo-

IN THE MILLINERY DEPARTMENT, WINNIPEG STORE.

dities from the Eaton Factories. Lectures on Interior Decoration by well known authorities, semi-annual Fashion shows and Christmas features are events as familiar in the Western Store as here in the East. The reputation for attractions of this kind was earned in the early days through a special window display in the form of a Pageant of Western Progress, showing Indians, trappers, pioneer settlers, etc., etc., in their respective relations to the growth of the Prairie Provinces. People came hundreds of miles to see it. One hears references to it still.

To speak at any length of the Winnipeg Store is certain to evoke some mention of its Grill Room. It is a popular rendezvous for tourist and citizen alike. "Let's go and have a piece of Mrs. Eaton's lemon pie" may be classed among the local bye-words. The writer has vivid memories of the confidence with which various persons in a certain large party en route to the Coast agreed to meet each other "At Eaton's," after separating for a morning of sight-seeing in the stop-over at Winnipeg. Eaton's is the Toronto Embassy, so to speak, whence the traveller may betake herself in surety of finding the atmosphere of home.

Here are some of the interesting facts and figures concerning the equipment of the Winnipeg Eaton's:

The electric and power plant can develop 3,620 horse-power with a generating capacity of sufficient current for 36,800 lights.

There are twenty-nine elevators in the Main building and six in the new Mail Order building.

The escalators in the Store have each a carrying capacity of 6,800 passengers per hour.

The water supply for the Store is largely derived from two artesian wells, 209 and 329 feet deep with a daily capacity of 100,000 gallons.

The telephone service consists of 80 trunk lines and 29 direct lines with 295 indoor lines connecting departments with the switchboard.

CORNER OF THE DRAPERY DEPARTMENT, WINNIPEG STORE

The city delivery and cartage service comprises 187 horses, 90 wagons and 23 motor trucks.

The average number of employees throughout the year is 6,500.

* * *

In its Mail Order aspect, the story of the Winnipeg institution, year by year, is likewise one of bigger buildings and wider usefulness. In the beginning the orders from out of town customers were filled from the Store displays. In 1907 it was decided to instal separate stocks. It was not long before three upper floors of the building given over to Mail Order requirements were too restricted. Space here and there in places outside the Store was requisitioned. In 1913, a distributing warehouse for heavy merchandise was erected at Saskatoon—to save time in the transportation of such things as furniture, stoves, farm implements, etc., to customers in the wide regions of Alberta. In 1917, a similar distributing centre was established in Regina. This, too, affected the ordering of "heavy goods" only. All light weight merchandise is shipped direct from Winnipeg, where in 1916 the fine new 8-story Building provided five acres more of floor space for Mail Order activities. It is in this Building the printing presses and all other facilities for the publishing of the Catalogue are located.

Had ever an enterprise a more inspiring outlook, a more picturesque field for work? Its hope and its promise of success are wrapped up in the hope and promise of the virile young country itself—the bounteous country of wheat-fields, cattle-ranches, fruit farms, lumber camps, and salt-water fisheries, of thriving mountain villages and sturdy, go-ahead towns. It is not hard to understand how Sir John C. Eaton and certain Directors and Managers who were closely identified with its erection and opening have a very warm spot in their respective hearts for the Winnipeg Store, and the part it plays in catering to the needs of Western Canada.

AIDS TO GOOD SERVICE

THE RESEARCH BUREAU

"That won't do for Josiah Wedgwood," said the great English potter one day as he broke with his walking cane an imperfect vase he had discovered on one of his tables. Not because the flaw was apparent to the eye of the uninitiated, nor that it affected the beauty of the vase. The imperfect thing was destroyed because the Wedgwood standard must be held high above reproach.

And swinging so to speak in the hand of Eaton Service is the Research Bureau, which serving as Josiah Wedgwood's walking cane, knocks on the head any misrepresentation it is able to discover in the weight, measure, substance or purpose of any form of merchandise that is offered for sale within the precincts of the Store or Factories. Its mission in life is to maintain the Eaton standard—that what you purchase under Eaton auspices will stand the "acid

TESTING DYES IN THE EATON LABORATORY

An important precaution these days when so many inferior dye stuffs are on the market.

test," will prove in spirit and in letter all that it is represented to be.

The mainstay of the Research Bureau is its Laboratory, under the direction of qualified chemists. Included on the staff are two University graduates, who have specialized in the analysis of foodstuffs. There is also an expert on textiles, and one versed in the testing of gems and metals. In the matter of apparatus it may be justly claimed that the Laboratory is more extensively and completely equipped than any similar laboratory on this continent. There is a crucible furnace for determining the amount of "pure" metal in brass, gold, silver, etc. There are distillation appliances for the analysis of foods, ammonia powders, fertilizers, etc. There are textile machines to test the strength of thread, wool and silk yarns and fabrics. And there is an apparatus for ascertaining the viscosity or thickness and "clingingness" of lubricating oils.

The practical functions of the Research Bureau are many-sided.

It acts in an advisory capacity to the Department Buyer. Through its scientific experiment with various grades and products he is rendered valuable assistance in the selection of merchandise—in determining the worthy from the unworthy. Furthermore, he is protected from offering in his cases or on his counters the article which, unknown to him, is of less value or usefulness than it pretends.

The Bureau acts as critic to the newspaper and Catalogue advertising of Eaton merchandise. Every statement is studied to see that it contains the truth and nothing but the truth concerning the substance, size, weight and purpose of the article described. If the writer of the advertisement slips into error or indulges in exaggeration, the Research Bureau is ready with the pencil of correction.

It is the customer who reaps the ultimate benefit. All the efforts of the Bureau are directed towards the one final goal, namely, that what he or she may buy is exactly what

salesclerk, advertisement or catalogue represents it to be. For example:—

The term "wool" in the Eaton vocabulary means all wool. If the article does not come up to this standard, you can depend upon it being correctly described.

"Linen" means flax fibre.

"Silk" is only employed for the fabric woven from thread silks. Otherwise it must be "fibre silk," etc.

EATON-MADE FURNITURE

Within the last few years "Made-in-our-own Factory" has applied to furniture. This sketch shows some of it under various processes of finishing.

TESTING OILS BY FLASH POINT

One of the chemists at work in the Laboratory of the Research Bureau.

Furs are indicated by their actual names—Hudson seal as "dyed muskrat," Alaska sable as "skunk," and Kolinsky as "Russian squirrel," Electric seal as "dyed rabbit," and Wallaby as "kangaroo."

Pint and quart tins of polish, paint, etc., are never so designated unless containing the full number of Imperial ounces.

Material to be "a yard wide" must measure 36 inches.

The Research Bureau with its picturesque array of crucibles, beakers, pestels and mortars is a vital factor in Eaton Service.

EXCHANGE OFFICES

Fifty years ago, had rules for Safety First been in vogue, there would assuredly have been found among them "Caveat Emptor"—let the buyer beware.

As we have pointed out in a previous chapter, it was a warning of as general acceptance as any against playing with fire or skating on thin ice. It was a principle honored by common law—behind which the merchant might take refuge from all attacks of dissatisfied customers. Were a buyer not pleased with her purchase—what then, but to weep or make the best of it? Had she not made it with her eyes open? It had now passed out of the merchant's hands. He therewith had shed all responsibility concerning it.

To buy anything small or great in those days demanded the exercise of utmost caution and of cool, deliberate care. For once purchased, the article was irretrievably yours, even though subsequent examination of it, or practical usage, proved it to be a hopeless misfit or a gross misrepresentation of value.

Could but some Rip Van Winkle of the 'fifties or 'sixties awake from his sleep to-day! Picture his amazement as he stops in front of one of the Exchange Offices and hears and sees what goes on there.

"My husband thinks it's too fussy a blouse. I'll have

"EARLY BARGAIN" CROWDS WAITING FOR THE DOORS TO OPEN

Photographed the morning after the Labor Day holiday, September 1st, 1919, one of the frequent occasions when a day of "specials" was featured

to choose a plainer style," says one person, handing in a parcel. And she forthwith receives the voucher of exchange.

"I didn't seem to like the color when I got it home," explains another at the Exchange wicket in the dress department. "I think I'll have my money back and wait till I see something I like in navy blue." Without further question her money is refunded.

"Will you please send for a chair I bought yesterday?" says a voice on a telephone of the Furniture Building. "It looks too large and heavy for my room. I'll have to exchange it for something more suitable." "Very well, madam, we'll send for it," is the reply.

Goods satisfactory or money refunded—it was one of the startling items in the early Eaton policy. Satisfy the Customer was a new slogan in store-keeping in 1869. But through fifty years it has hung high above all other aims in the Store. "Exchange"—"Refund"—do they not spell the liberty and freedom of the buyer of to-day?

THE ADJUSTING BUREAU

The other day in a Toronto kitchen a salad was in process of development. It had reached the final stages of decoration and she who was concocting it took up a bottle of maraschino cherries and proceeded to remove the top. She had not gone far when she noticed that the contents had begun to fizz, and before she had time to more than avert her head, up like a sky-rocket went cork, cherries and juice, until the ceiling looked for all the world as though it has been inscribed with the signs of the zodiac.

Next day the maker of the salad presented herself at the Adjusting Bureau and told her story. She had bought the fruit in the Store and requested that the purchase be "made good." And of course it was made good—not only the cherries but also the ceiling.

Which is just a homely illustration of the Eaton way of fixing things up—of standing responsible for a purchase,

TAKING TELEPHONE ORDERS FOR GROCERIES

This is not the main telephone exchange of the Store, but just the switch-boards in one department only. There are thirty-two telephone lines given over to taking orders for Groceries.

A LETTER DESPATCH CARRIER

Seven times a day, one of these smart-looking lads calls at each department delivering letters, Store messages, etc., and carrying away those awaiting distribution. A central bureau serves for the sorting of such correspondence, and alloting it to the various carriers.

whether it be a bottle of maraschino cherries or the furnishings of a mansion.

Delays, mistakes, breakages, wrong addresses and sundry odd accidents will occur in the best regulated businesses. But be they related to merchandise procured in the Store,

the customer may rest assured of getting satisfaction. The Adjusting Bureau is a never-failing seat of justice for her who comes bearing a complaint concerning something she has bought.

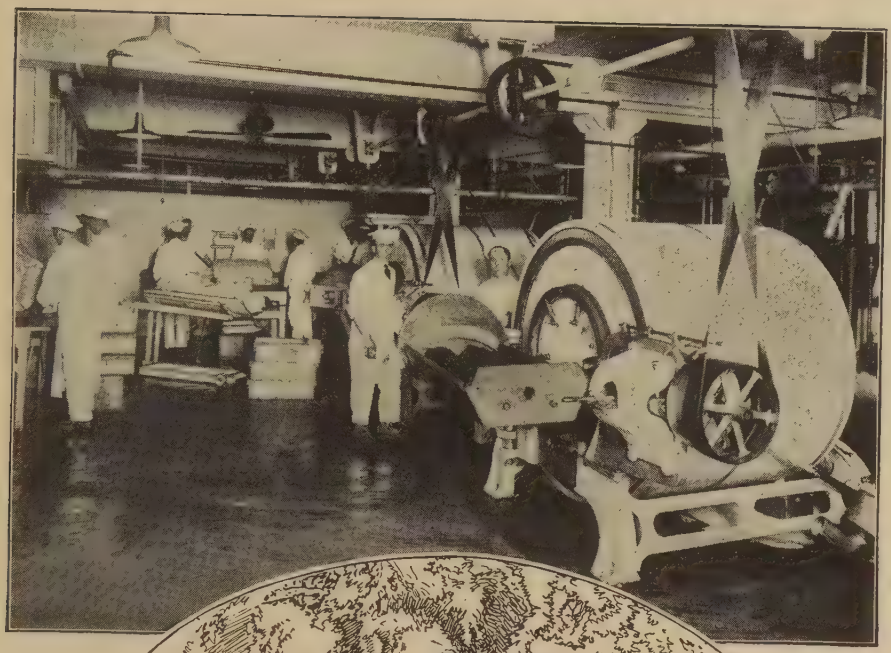
The matter-of-fact manner with which customers report such errors is significant. They are impelled by no necessity of presenting the case in a favorable light, or of having to argue the rightness or wrongness of one detail or another. The aim and function of the Adjusting Bureau is not to doubt complaints, but to right them.

"I'm so glad it happened at Eaton's," said a woman who had subsequently discovered that she had supplied a wrong address to which a Christmas gift was to be shipped. "I know it's sure to be straightened out some way or other."

"I really hate to take advantage of the offer," declared another whose parcel containing a certain bargain had in some way been side-tracked in delivery. Wishing to settle the matter at once, the Bureau had instructed her to repurchase the article from regular stock, the amount allowed being the original rather than the reduced price of the bargain which by that time was not obtainable.

This immediate settlement of complaints is one of the outstanding principles of the adjustment plan. As a matter of fact, over 90% of errors occurring within a month are "fixed up" the same day they are reported—whether city or out-of-town purchases. If the process of adjusting is complicated or lengthy, the customer is not asked to suffer the delay entailed thereby. She is first accorded satisfaction—her purchases duplicated or money refunded. The straightening out of the trouble proceeds afterwards.

But, like the herd-boy who conceived the notion of mending the broken fences, feeling it to be a wiser thing to prevent the cattle straying from the meadow than to chase them back again when they wandered away—like this herd-boy, the Adjusting Bureau seeks not only to correct errors, but to prevent them. Studying from all angles the causes

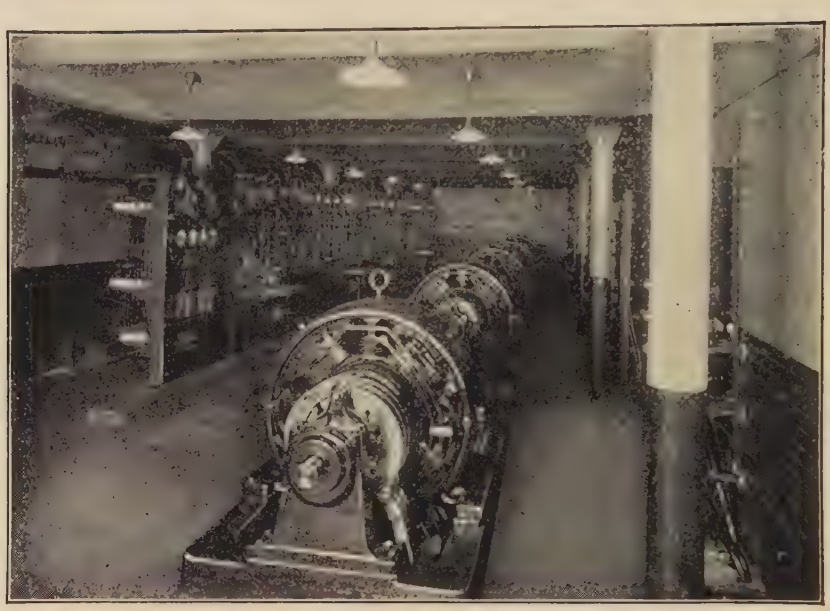


BUTTER-MAKING AT THE STORE

To ensure a uniform flavor for all Eaton butter, the entire output is made on the premises. The necessary cream is procured from numerous farmers living within a radius of two hundred and fifty miles of Toronto, the same price being paid for it as the farmer's wives could obtain for the butter, which, otherwise, they themselves would make from the cream.

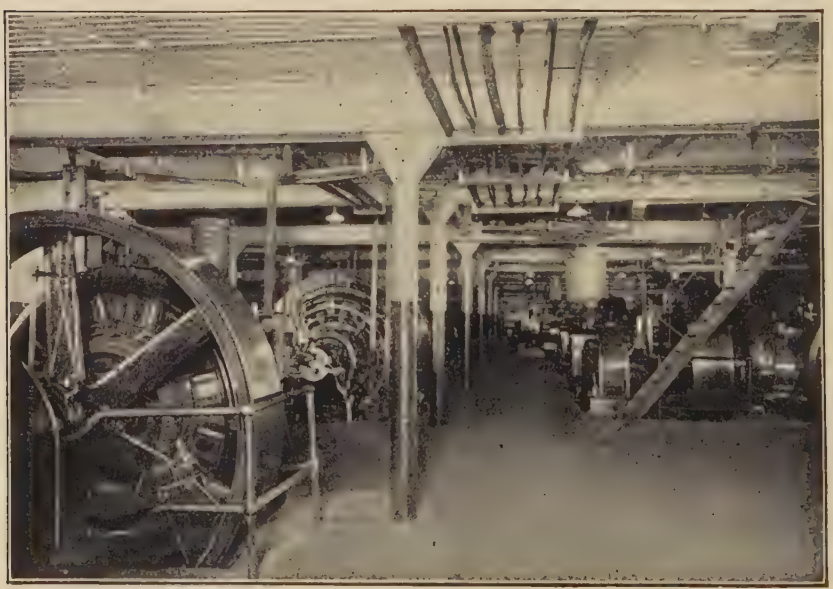
COWS ON THE ISLINGTON FARM

This pastoral landscape in the lower oval is a bit of the farm purchased by Mr. Timothy Eaton thirty years ago with the primary object of obtaining cream for the soda water fountain that flourished during the summer months.



SUPPLYING ELECTRICITY FOR THE FACTORIES

Five rotary convertors operated by Hydro current—for lighting and machine power in the Toronto Factories.



LIGHTING THE STORE AND HOUSE FURNISHING BUILDING

Twelve engines driving dynamos generating electricity capable of an aggregate output of 108,000 incandescent lamps

of the mistakes and mishaps reported by customers, it proceeds to set up barriers against their happening again. The Adjusting Bureau is one of the bulwarks of Good Service in the Store.

TELEPHONE SERVICE AND "CITY ORDER."

Familiarity may not always go so far as to breed contempt, but, assuredly, it dulls the edge of appreciation. We take many of our blessings for granted—among them the telephone. Hark back fifty years and you realize that not then would it have been possible to sit in a chair at home and hold conversation with a sales clerk in a store—to order cotton, paint, lace, notepaper or nails, without passing beyond one's own doorway. The only course would have been to put on your bonnet and shawl and set forth to purchase them in person—or send a messenger.

But the advantage does not end with the fact that a customer is enabled, by modern inventions, to make her wants known through the mouthpiece of a telephone. As Whistler said on one occasion: "A picture is completely finished when nothing more can be done to improve it." And upon the Store devolves the responsibility of the "finishing" of this big convenience of "ordering by 'phone"—of improving by one means and another the function of supplying information and ultimately filling the order.

To this end is ceaseless effort made that the telephone service in every department in the Store shall be adequate and efficient. Those who answer the customer's call are chosen, whenever possible, from the selling staff in that particular section, in order that, from an intimate knowledge of the stock therein, they shall be equipped to speak intelligently regarding the merchandise about which inquiry is made. To prevent possible delay in getting a connection, departments doing an exceptionally heavy telephone business have direct lines—such as Drugs, Meats, Fish, Groceries, etc.

So much for orders telephoned to one department only. When a customer's needs include a whole rigamarole of diverse things—rice, buttons, laundry soap, kitchen towelling, hair ribbons, curtain rings, a certain new book, a bit of Georgette crepe, or any other combination of various household and personal accessories—then are brought to light the merit and usefulness of the City Order Department. As a newspaper notice would put it: "Call Adelaide 3474 (or Adelaide 5000 and ask for City Order), and give your whole list of requirements, resting assured that they will be as carefully filled as if you had taken the time and trouble to call each department separately."

But the City Order caters to Store patrons in other ways than through its switchboards. It meets the needs of anyone living in Toronto, or the Suburbs thereof, who may have no telephone. An order for one or more items of merchandise sent through the mail or handed to the driver of an Eaton delivery van will reach the City Order and be filled in the same prompt manner as though received over the wire. Or this list of things may be dropped into one of the order boxes located at each of the doorways of the Store. Letters placed in such boxes are collected by the City Order at frequent intervals through the morning and afternoon.

The Store Exchange with its forty or so operators; the City Order with its twenty-five more; the department offices with their two, three, four and five each—telephone service in 1919 presents a notable contrast to its equivalent in 1889, when "Number 370" was the one and only line to which customers could call and Eaton's could answer.

THE SHOPPING SERVICE.

This particular form of service goes so far as to contradict the popular idea that one person cannot be in two places at the same time. It claims, for example, that any afternoon whilst Mrs. Smith or Mrs. Jones may be reading, sewing or playing with her children in her own sitting-room in Guelph,

Chatham or even some remote spot in New Ontario or Old Quebec, she may be busily occupied at the identical moment in Toronto—selecting the rug, baby carriage, new dress or anything else which chances to be her need.

The theory is a perfectly practicable one—namely, that where the Store is concerned, the Shopping Service is a

SHOPPERS BUSY AT LETTERS TO OUT-OF-TOWN CUSTOMERS

No more enthusiastic and energetic workers are found throughout the Store than this staff of the Shopping Service. Some specialize on suits and gowns, some on kiddies' clothes, some on hats and coats, some on lingerie, corsets, etc. And over in the House Furnishing Building is another group who devote their time to Interior Decoration.

woman's Second Self, always there when circumstances prevent her own bodily appearance on the scene; ever ready, in the person of the Shopper, to flit hither and thither from one department to another, picking out the things that she—the woman in Guelph, Chatham, etc.—would like to have purchased for herself, her family, or her dwelling place.

"I should be absolutely lost in the Northern Wilds without your Shopping Service," writes one patron of the

Service. "I have until lately been a city dweller, consequently you can imagine the difficulty I find in shopping by mail for two babies as well as myself. However, I have come to rely on your help a very great deal." She forthwith proceeds to order a bassinette for her baby who "has grown too tall for his little basket, and is still too small for a real bed, being

THE HOUSE FURNISHING BUILDING, northwest corner of James and Albert Streets—in which are located the departments of furniture, rugs, draperies, wall papers, electric fixtures and pictures. In the background are two of the Mail Order Buildings. All these buildings are connected with the Store by subways.

FROLIC PARK IS A JOLLY PLACE IN SUMMER

No fear of children getting bored when their mammas bring them along shopping on a hot day. They may be left in Frolic Park under the supervision of a reliable matron. Situated off Toyland, the Park gets all the cooling breezes from the lake, and affords a whole dayful of fun. It has merry-go-rounds, teeters, sandpiles, etc., etc.

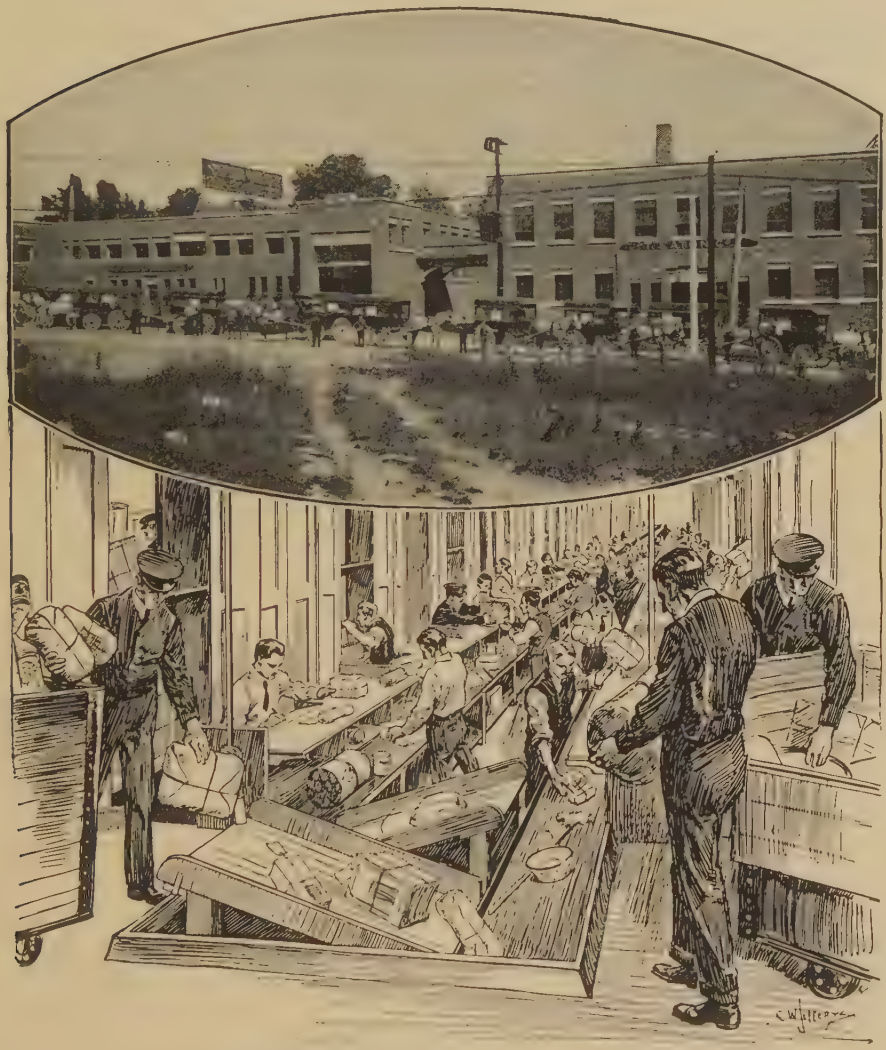
only six months old." Such is a typical letter showing how the theory works out.

Women too busy with household affairs to come down and shop for themselves—teachers, students, nurses and business women, whose duties leave little free time for shopping—invalids—men who have no womenfolk to make their purchases for them—men or women who live out of town—to anyone who for any reason is unable to come to the Store to choose and buy what he or she requires, the Shopping Service is Stay and Stand-by at such time when the selection of merchandise is required. It places at their disposal the personal services of women of good taste and good judgment, who are qualified to shop with care, promptness and discretion.

But the function of the Shopping Service goes beyond Shopping. The basis of much of its work, in fact, is Suggesting. How often is a woman conscious of the need of new curtains, a smart fan, or a modish frock, or that her little girls and boys might be much more attractively dressed than they are. But what kind of curtains or fan to choose, what manner of suit to buy, or how to bring about the improvement in the little tot's appearance—aye, there's the rub. In which predicament the S. S. proves the proverbial guide, counsellor and friend. On the staff are people well versed in house decoration; others who specialize in fashions and the relation thereof to wearing apparel; others who devote their time to infants' and children's needs; others experienced in plain and art needlework; others in household equipment, etc., etc. It is the mission of these Shoppers to accede with skill and enthusiasm to any request a customer may make for advice or suggestions.

Instituted as an adjunct to the work of the Mail Order, the Shopping Service is on an intimate footing with patrons of the Catalogue. When something is wanted which is not listed in that bulky volume, a note to one of the Shoppers brings price quotations and samples or descriptions of what may be had from the stocks in the Store.

Hundreds of people write to the Shopping Service each day. Its activities run all the way from planning trousseaux to outfitting summer camps.



EATON DELIVERY DEPOT AT COXWELL AVENUE

Delivery Depots are now established in various districts of the city, and to these the Store parcels are rushed by motor truck. After being sorted—as illustrated in the lower sketch—they are placed on the wagons for distribution. By this means much time is economized and the horses are saved the long trips back and forth from the Store.

In the upper photograph are shown some of the deliveries outside the Coxwell Avenue depot. City delivery equipment includes 200 wagons and 310 horses.

A FLEET OF MOTOR TRUCKS FOR

Some of them carry Store and Mail Order packages to the Union Station, others of general suburban delivery, and others for transfer of merchandise from freight of ⅓ ton to 1½ tons capacity, and

CUSTOMERS' DEPOSIT ACCOUNT.

An egg without salt, a summer holiday without a moon, a modern house without electricity—on a par with any of these in their incompleteness is shopping without a Deposit Account. No woman knows the real meaning of convenience in making a purchase who is not able to dispose of the more or less complicated matter of paying for the same by the use of the mere significant phrase, "Charge to my D. A."

To the city customer the benefits of the Deposit Account are two-fold. When she shops personally it means an immense saving of time—doing away with all waiting for change at the various departments in which she buys. It obviates even the use of a transfer card and the subsequent going down to the Basement for final settlement. "Charge to my D. A., number so-and-so" (supplying, also, name and address) is the only instruction necessary. The parcel is therewith delivered as paid.

RAILWAY AND SUBURBAN DELIVERIES

the larger sort are used for city transportation of furniture, others are employed for sheds to store. In its completeness, the equipment consists of 66 motor trucks 8 trucks of 5 and 6 ton capacity.

In the matter of the order given by telephone it is even a greater boon to the city customer, dispensing with the necessity of paying the driver when he subsequently delivers the merchandise at the door. The bother frequently entailed in having the money ready, or in remembering to leave it before going out—all this is eliminated when the order has been charged to the purchaser's Deposit Account. In which event it is delivered as a paid parcel.

For the out-of-town customer the D. A. reduces ordering by mail to the simplest degree possible. It does away with the various forms of bother in remitting payment—the oftentimes troublesome need of going to the Post Office to procure a postal note, the risk of loss in enclosing money, even with the writing out of a cheque. When shipping charges or the amount of the proposed purchase is uncertain, its advantage is obvious: No need to follow up an insufficient sum with a second remittance to cover the outstanding shortage.

"Charge to my D. A., number ———" covers all contingencies relating to the money end of a purchase by mail.

To open a D. A., the procedure is simplicity itself. The customer deposits in the D. A. Office any sum she considers adequate for her subsequent purchasing. She may add to it at regular or irregular intervals, as she sees fit. If she lives out of town, remittance is made by cheque, postal note or money order. Interest at the rate of 5% per annum is allowed on the daily balance of any sum up to $1,000, and of 3% per annum on any sum over that amount. A statement of a customer's expenditures is issued monthly.

Town and country clubs, hotels, boarding houses, hospitals, boarding schools, charitable organizations—these as well as private households find the D. A. an immense boon in the ordering of supplies.

CITY ADVERTISING

MANY people have peculiar notions about advertising—people who read it, and people who write it. Because its underlying motive is to sell some thing, or to propagate some idea, the most convincing advertising is apt to be taken with the proverbial pinch of salt. Neither is it easy to get anyone to write it with sincerity. Find a good writer, give him some interesting commodity to write about, but tell him his writing will appear in the form of an advertisement, and the result in many a case will justify the same comment as did the performance of Dickens's Fat Boy: "He wants to make your flesh creep, Mum." His every statement will be expressed in the superlative; every point exaggerated to the final degree. Or, if this be not the error into which he falls, it will likely be one at the opposite extreme. At the thought of turning his pen into the practical vein of an "ad." his imagination will congeal; his best effort will be a dull array of bald facts. Unless remedy be found in editing, either production must meet its ultimate end in the waste paper basket. It is a popular fallacy that advertising is artificial or wholly mercenary.

To disprove this fallacy and make Store advertising readable, helpful, educative, and, above all, dependable, was long ago set up as one of the Eaton ideals.

Mr. Timothy Eaton laid a good foundation for its development when he inscribed across the top of his advertisements in the newspapers, the familiar headline "Eaton's Daily Store News." In other portions of the paper is found the news of politics, finance, sport, and current events; here is found news respecting the necessities and comforts of life: respecting food, clothing, household requirements, books, music, pictures—all those things which are the tangible need

Not Burne Jones' "Golden Stairs," this panel of fair women, but a "Golden Jubilee" illustration of 1919 modes, from an Eaton advertisement.

and desire of the community.

Advertising is a commercial expedient. "It pays to advertise" holds more truth than most bywords. But presented from the customer's point of view, advertising may be turned in very reality to public advantage. New styles, new inventions, noteworthy improvements, interesting novelties, notable values, special sellings—in the publishing of reliable information concerning these, is one of the Eaton ways of making its merchandise known, and a way which at the same time affords a distinct benefit to men and women in general, and to women—who are the shoppers of the land—in particular.

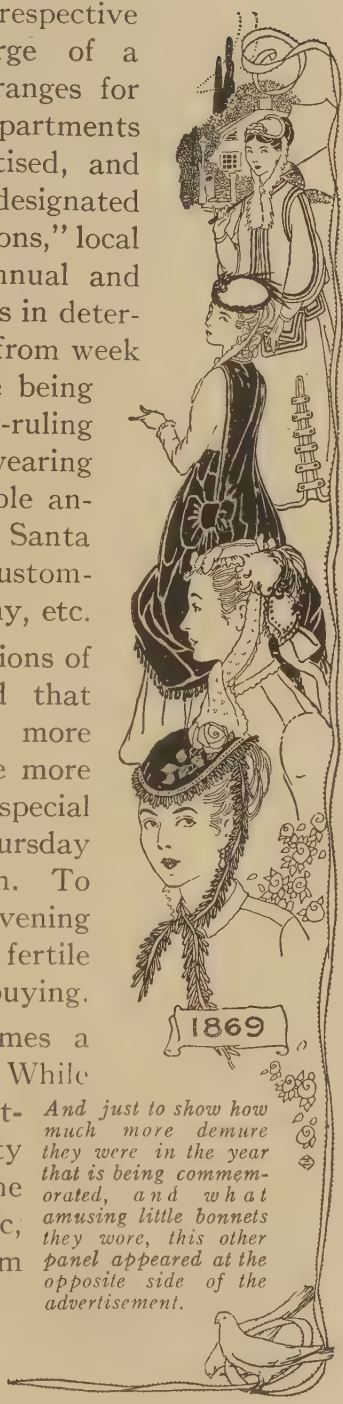
* * *

For the first three months of the present year, the average space per day occupied by Eaton Advertising in Toronto newspapers was 15,820 lines: two pages in each of the three evening papers and one page in each of the morning papers —besides an average of 596 lines per issue in a weekly journal. To produce "copy" adequate to this large medium of publicity and appropriate to the varied character of the different publications, the Store's Advertising Office maintains an average staff of about forty-two people, consisting mainly of writers, "make-up" men, proof readers, and artists. Morning

and evening papers have their respective sets of writers, each set in charge of a head writer who plans lay-outs, arranges for illustrations, interviews heads of departments regarding merchandise to be advertised, and allots to his or her assistants copy designated for the day. Seasons, "special attractions," local events of particular importance, annual and semi-annual sales, all these are factors in determining the nature of the advertising from week to week, the space in all papers alike being devoted simultaneously to such over-ruling events as Spring and Fall openings in wearing apparel and house furnishings, notable announcements such as the arrival of Santa Claus, the Christmas Day Greeting to customers from the President of the Company, etc.

Getting down to the finer distinctions of Store Advertising, it may be said that evening paper publicity is of the more direct order, dealing chiefly with the more moderate priced merchandise and with special values. The listing in full of the Thursday Bargains is a big feature of attraction. To follow the Daily Store News in the evening papers is to keep in touch with a fertile source of opportunity for economic buying.

Morning paper advertising assumes a wider purpose and more varied form. While noting sales, special sellings and outstanding values, it owes its first duty to the modes and manners of the hour. What's new, what's authentic, what's interesting in anything from frocks to refrigerators, it seeks to present to its readers in word and



And just to show how much more demure they were in the year that is being commemorated, and what amusing little bonnets they wore, this other panel appeared at the opposite side of the advertisement.

LOOKING DOWN ONE OF THE AISLES IN THE BLOUSE DEPARTMENT

in picture. It tells the story of the Store's vast, vivid array of smart things to wear, artistic things to adorn a house, clever things that make for convenience, luxurious things that make for comfort, quaint, dainty and original things that make for charm. It keeps you posted as to new books to read, new stitches to knit, new designs to embroider, new songs to sing and new games to play. It gives information on babies' clothes, children's toys, boys' and girls' outfits for school, brides' trousseaux, travellers' luggage and hostesses' requisites. It offers hints to those who are doubtful over what to give for wedding, birthday or Christmas gifts. It publishes regularly from its own correspondent in the Eaton Office in New York, bright, dependable paragraphs on the mode of the moment in that brilliant centre of fashion. And it invites its readers to write for advice in any perplexity relating to the subjects above mentioned, a column being set apart for the publication of replies to such queries.

It may be mentioned in passing that it was from this Inquiry Column on the advertising pages in the morning newspapers there emerged the Shopping Service, now a sturdy young department about eight years old, with its own quarters and its own staff of fifty or more workers. Out-of-town correspondents writing to the column for suggestions, went the step further and ordered the gown, sofa, rocking horse, or whatsoever it might be which was suggested by way of answer. The writer of the column endeavoured to fill the orders herself. She was soon submerged under the avalanche of letters that swept down on her desk. Assistance was procured, and then more assistance; within six weeks, the Shopping Service was inaugurated for the benefit of those who could not come to town to choose in person the merchandise described in newspaper advertising. When a brief paragraph stating the need of two more Shoppers was inserted in the Inquiry Column a couple of years ago, nearly two hundred applications were received—from teachers, nurses, bank-clerks, university students and graduates, dressmakers,

IN THE SHOWROOM IN THE WOMEN'S COAT DEPARTMENT

women of leisure, etc. It is a form of work that appeals very widely to women anxious to take up a business career.

Frequently this inquiry column at the left hand edge of the page is utilized for comments on current events, fashions, interior decoration, and timely topics in general, written under the heading "From A Woman's Standpoint."

* * *

During the War the Eaton pages in the morning papers were on various occasions diverted entirely from the presentation of merchandise. On the launching of the War Loan campaigns in 1917 and 1918 the space was devoted to the cause of Government Bonds. This was followed up by a series of smaller advertisements appearing daily—in evening papers as well—throughout the campaign. On the signing of the Armistice on November 11th, 1918, the Eaton page in all City papers dispensed with advertisements, publishing instead the simple and solemn thanksgiving of the Doxology. To mark the celebration of Peace Day in June of 1919, the Store space was given over to the printing of the second stanza of Kipling's Recessional.

The art work is by no means the least interesting aspect of Eaton Advertising—nor the least intensive. It is achieved for the most part by the staff artists—some of them adepts in their profession, others students in training. In no other phase of advertising—speaking of advertising in general—have such marked improvements been wrought, or such a high standard of excellence raised, as in this so-called "Commercial Illustrating." In England the work of some of the most distinguished pen and ink artists of the day is found among the illustrations on the advertising pages of the magazines—of such well-known men as Claude Shepperson, Lewis Baumer, Brangwyn, and Hassal. And many students are realizing that a larger field lies before them in specializing on this form of "art" than in pursuing the conventional path of painting or drawing only pictures. The Advertising Studio affords for such as these an excellent training ground.

Beyond the experience gained in practical work, the Company offers yearly scholarships in the Ontario College of Art—fourteen of which were awarded to Eaton employees within the last year, the awards being presented on the merits of work submitted by the applicants. The colored posters hanging throughout the Store are the work of the Eaton Studio.

Underlying all Eaton advertising are certain ruling principles for which no exception will be recognized:

WHEN PAN TOOK PART IN THE PAGEANT
One of the tableaux that made Eaton Fashion Shows famous.

All merchandise must be personally inspected by the writer, before any writing is done. No imaginative descriptions must be linked with definite prices.

All statements regarding size, quality, color, price, etc., must be vouched for as correct by the department in which the garment or article is sold.

No misleading or ambiguous names must be applied to materials, furs, metals, etc. The exact weave, pelt or substance must be clearly indicated. To insure that no

mistake of this order appears inadvertently the Research Bureau includes among its "searchers" a special proof-reader who checks over all Eaton Advertising.

The staff of the City Advertising Office has the reputation of being "the happiest lot of people in the Store." Possibly one reason will be found in the breadth and diversity of its labors. Its work touches on practically every phase of the Store's great enterprise—from the six-cent spool of cotton manufactured in the Eaton Factory to the six-hundred dollar evening wrap brought out from Paris; from Store "system" to lectures on interior decoration; from new books to motor boats and photography.

SPECIAL ATTRACTIONS

POSSIBLY, if Toronto were called upon for an opinion as to what had been the greatest achievement of the T. Eaton Co., there are some romantic persons who would reply: "Bringing the reindeer from Labrador." For, if the ability to thrill a multitude counts for greatness, that entry of Santa Claus, driving down from the North, drawn by the fabulous eight wee animals with the long horns, best beloved beasts of childhood's dreams—that entry was a great achievement. To the thousands of kiddies who lined the route of this Toyland procession, it was a never-to-be-forgotten sight. And those who had performed the difficult feat of bringing the reindeer from Dr. Grenfell's rocky country felt that the end had justified the means: the younger generation—the customers of to-morrow—were confirmed in their impression that Toyland was the land of dreams come true, and that the Store of which it was a part was a wonderful place.

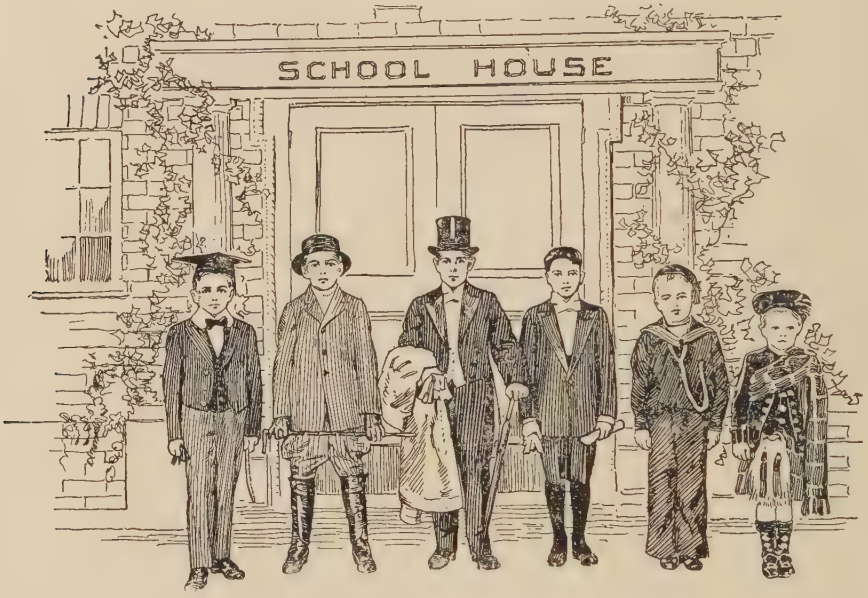
So with all "Special Attractions." While the ultimate object of them is to exhibit merchandise, popularize some idea, introduce some new mode or some new feature of Store service, or celebrate some occasion, the Display Department and Store management exert every effort to make these "Special Attractions" of very real worth—educative, entertaining or at the least, charming.

It was under Eaton auspices in 1913, that Paul Poiret, of Paris, world-famous designer of costumes, came to Toronto to lecture. The Alexandra Theatre was rented for the occasion by the Store and three performances arranged for the benefit of the multitude of customers, who applied for tickets. As it was, many hundreds could not be accommodated—so overwhelming was the demand for cards of admission.

THE ARRIVAL OF SANTA CLAUS AT TOYLAND

No, they are not the crowds of Armistice Day, but just a few of the thousands of kiddies and grown-up folk who every year throng the streets through which Santa Claus passes on his way from the North to take up his Christmas quarters at Toyland.

For her introduction to the Season's new modes, Madame Toronto has come to count upon the Spring and Autumn Fashion Shows, staged semi-annually in the Store. She has come to depend upon them as authentic expositions of New York and Paris styles—the illustrations of her beloved "Vogue" and "Harper's Bazaar" translated into living pictures: often, indeed, the identical models portrayed in these journals she has the satisfaction of seeing in the actual



SMART STYLES FOR THE SMALL BOY

Mostly he is left out of Fashion Shows altogether, but this time he had one all to himself—called the School Boys' Scamper. And they are real boys that stand in such a solemn row, not wax figures.

substance of cloth, silk or crepe, displayed by the mannequins parading before her. Or, even though her interest be only mild in the theories and practices of smart attire, she will find attraction in the performance. For never a Fashion Show which has not some other form of appeal besides—singing by a well-known artist, music by a skilled orchestra, or some pretty pageant of the season or of the history that lies behind the particular mode which is making its debut.

Twice a day for the five-and-a-half days of "Opening" week the Promenades proceed—frequently as many as fifty mannequins are on the stage at once, showing throughout the performance as many as two hundred garments—with every chair filled in a place with a seating capacity of two thousand or more.

One of the most diverting Fashion Shows on the records of the Store—diverting behind the scenes as well as before—

FAIRIES AS WELL AS FASHIONS

Before the Styles came on the scene at this Promenade of Fashions, the Fairy Queen was crowned with flowers—just to impress upon you that it was Springtime, and that new clothes were in the natural order of things.

is one which followed in the wake of the grand general Show: a style parade of boys' toggery. Such unruly manikins, such uproarious rehearsals, such giggling, such joking—never had those who had the affair in charge been so desperately doubtful of success. Norfolk suits, sailor suits, Eton suits, the swaggerest of overcoats, the sportiest of knickerbockers,—the raiment to be shown was all that the most fastidious stylist could desire. But the liveliness of the

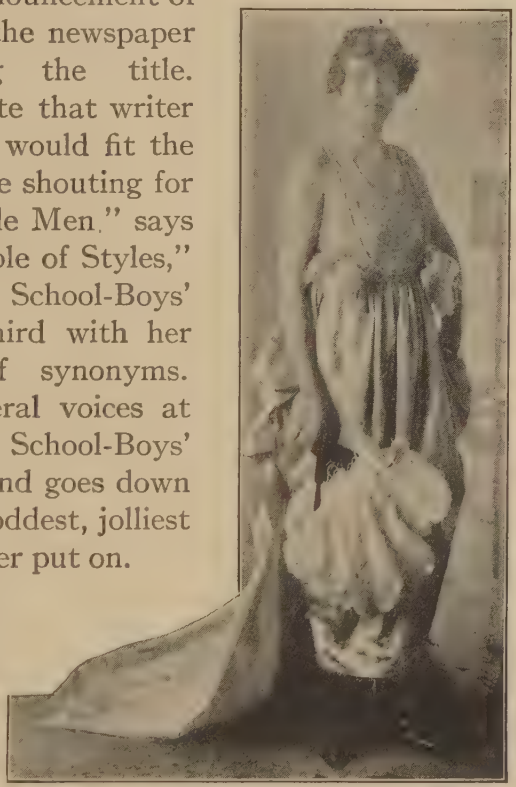
FASHIONS OF 1869 MAKE OBEISANCE TO THOSE OF 1919

One of the Tableaux in the Autumn Style Pageant of Jubilee Year.

performers—some fifteen or twenty boys from a city school—beggared description. A brilliant idea struck Mr. Stage-manager: he would trade on their sportive temperament and send them on the scene in a game of leap frog; yea, when that palled, they should fall into the melee of a football scrimmage; he would let them rush and whoop in the natural manner of a troop of lads let loose from school. And thus the boys' fashion show was staged—voted by all, one of the greatest successes of the year.

It was in connection with this event, that the prevailing difficulty spread to the matter of finding a name for the entertainment. The announcement of it was already set up in the newspaper advertisements—lacking the title. Nothing usual and sedate that writer or artist could suggest, would fit the need. The printers were shouting for copy. "Modes For Little Men," says one person. "A Scramble of Styles," says another. "The School-Boys' Scamper" calls out a third with her head over a book of synonyms. "That's it," gasped several voices at once, and as "The School-Boys' Scamper" it came off—and goes down to history as one of the oddest, jolliest fashion shows Eaton's ever put on.

Another Style Exhibition of a somewhat unique nature was one in which the usual promenade of models was dispensed with, the gowns, suits, coats, skirts, blouses, millinery, etc., being displayed on wax figures posed on a long platform



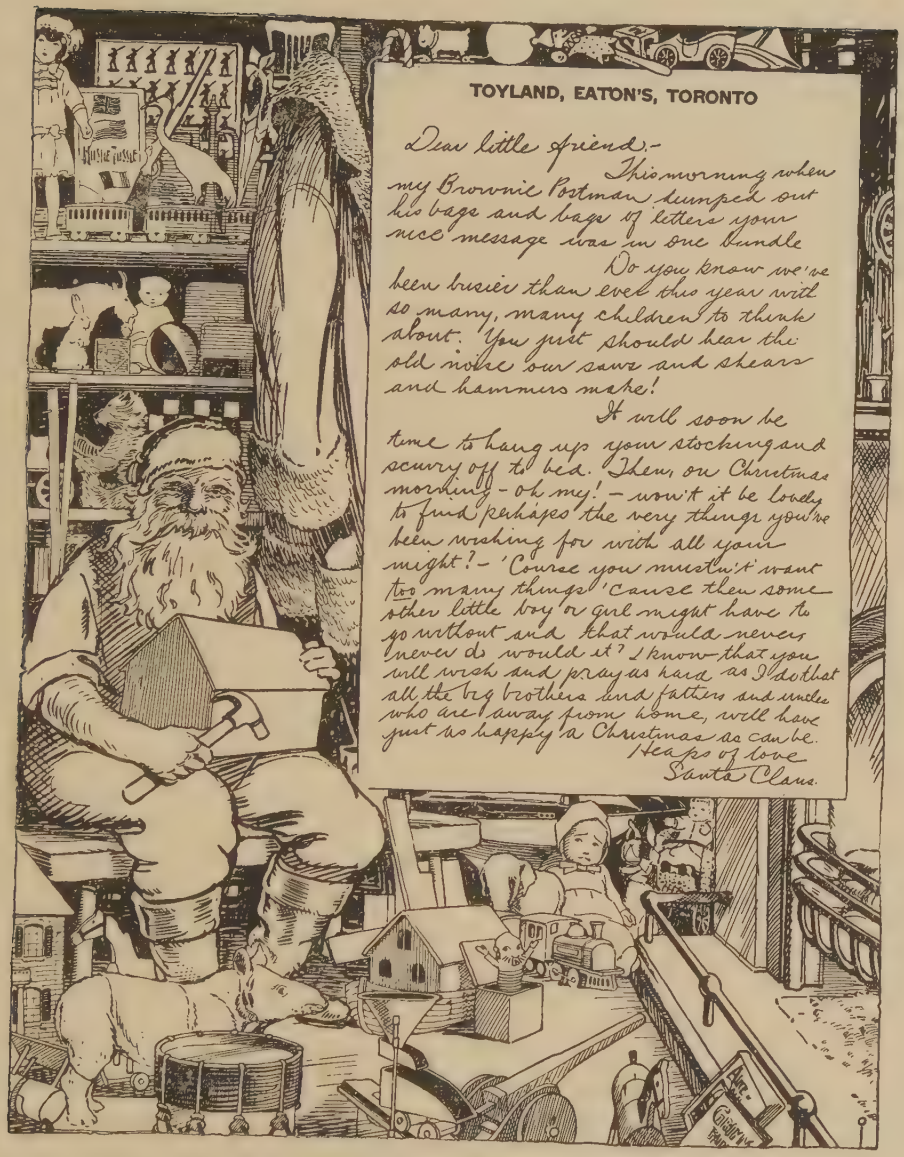
One of the Mannequins who has "walked" in many of the Eaton Fashion Parades of recent years. Her feather fan will go down to history as one of the modes of 1919.

running through the garment departments. Sitting and standing here and there among the wax figures, was an occasional mannequin, a living, flesh and blood one. But so life-like were the wax figures, and so wax-like the human figures, that guessing which was which was a most difficult and amusing problem—adding a distinct piquancy to the exhibition.

* * *

Notable events among the Store's Special Attractions have been the lectures on Interior Decoration by Professor Frank Alvah Parsons, President of the New York School of Fine and Applied Art. On three occasions within the past six years he has given a series of addresses in the Store in conjunction with the Spring displays in the House-Furnishing Departments. As a forceful and entertaining speaker and a distinguished authority on all matters related to interior decoration, his lectures on color, design, arrangement, historic and characteristic periods, cabinet-making, fabrics, etc., etc., were generally conceded to be the most valuable contribution to the cause of sane and artistic home-making which Toronto has ever received. To "parsonize" a room has become another way of indicating that a room has undergone some change that makes for improvement, charm and good sense.

In the years 1913-1915, the annual arrival of Santa Claus was followed by a Grand Reception to the merry old fellow in Massey Hall. Not only did the audiences of 9,000 children and parents—there were three receptions in the day—shout and clap their welcome—but all the Nursery Rhymes and pages and fairies and other story-book folk were there on the platform to greet him with songs and dances and a whole lot of beautiful things that made you think you were at a real old London Pantomime. For which the Eaton staff were wholly responsible—for music, costumes, scenery and "libretto." Since 1916 when Toyland took up its Christmas quarters on the spacious main floor of the Furniture Building, all festivities following the great Arrival have been featured there—Punch and Judy Shows in real


TOYLAND, EATON'S, TORONTO
Dear little friend.-
This morning when my Brownie Postman dumped out his bags and bags of letters your nice message was in one bundle
Do you know we've been busier than ever this year with so many, many children to think about. You just should hear the old noise our saws and shears and hammers make!
It will soon be time to hang up your stocking and scurry off to bed. Then, on Christmas morning - oh my! - won't it be lovely to find perhaps the very things you've been wishing for with all your might? - 'Course you mustn't want too many things! 'Cause then some other little boy or girl might have to go without and that would never never do would it? I know that you will wish and pray as hard as I do that all the big brothers and fathers and uncles who are away from home, will have just as happy a Christmas as can be.
Heaps of love
Santa Claus.

ONE OF SANTA CLAUS'S LETTERS FROM TOYLAND

Every year ten to fifteen thousand letters are written to Santa Claus at Toyland by little boys and girls from all parts of Canada—even from some in such far-away places as Japan. He answers all of them on which addresses are given. This is one of the replies he sent out last year. Doesn't he use jolly note-paper?

old-time English fashion, Marionettes such as you seldom see outside of France, and Santa Claus himself in the midst of it all to shake hands with the children, and hear what they have to say about how good they have been, what they want etc.; though if the truth be told, it must be related that many a kiddy who has rehearsed his speech many times in dream and reality, finally reaches the old gentleman tongue-tied.

* * *

Lessons in golf, lessons in lamp-shade making, lessons in knitting, embroidery and all kinds of art needlework, demonstrations of correct setting of tables, demonstrations of the preserving of fruits and vegetables—such are some of the other regular and occasional "attractions."

And last, but not least, The Show Windows—the face of the Store, from which is gained the first impression, from which is got a glimpse of the manner and character of the real innermost Store behind it! Varying from week to week, often from day to day, the windows are a perpetual panorama of the Store's activities, indicating in condensed form the styles, the values and the special features in most prominent evidence throughout the various departments at that particular moment. As some notable event transpires or some notable occasion arrives, the windows in part or whole devote their space and display to it. In the old, gay pre-war days, the Horse Show, the Races, and the pageant of the fashionable wedding were popular themes of the special display. During the years just past, patriotic causes have been uppermost in the arrangement of special windows. In April of 1916, Bernard Partridge's famous cartoon "Canada!" was reproduced and enlarged, by permission of the publishers of "Punch," and set up in the large corner window in commemoration of the imperishable bravery of the Canadians at Ypres and St. Julien. In November of 1918 a statue of the victorious Canadian soldier was modelled by two of the Eaton artists and placed in the same window, with the object of stimulating interest in the War Loan Campaign for Victory

Bonds. The representation in another window of Old Man Ontario and his wife in their quaint, farm parlor, created a sensation that blocked the sidewalk. Through the joyful days of the celebration of the Armistice, the windows were given over to the life size portraits of Marshal Foch, General Haig, Admiral Beatty and other heroes of the hour.

The "Special Attraction" is by no means a new feature in the annals of the Store. Back in 1891, Peary's Expedition to the North Pole was shown in miniature—miles of snow and ice, the moving figures of the explorers, their gallant steamer, fast bound, with the Northern Lights radiating the background. "Bring the Children" were the concluding words in the newspaper announcement of it.

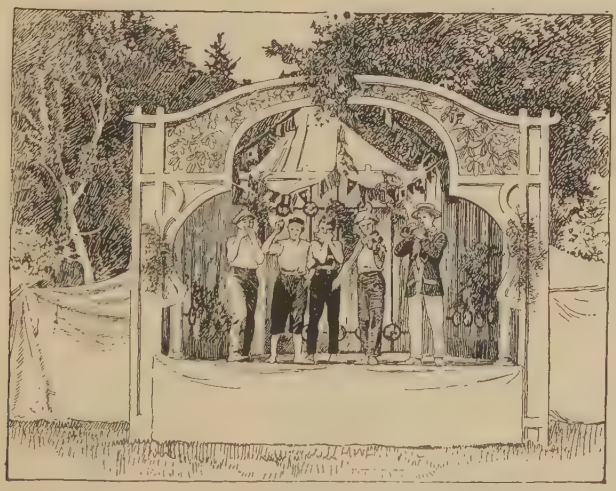
WELFARE WORK

NO record of the T. Eaton Co. would be complete without mention of that New Year's Eve Party given by Mr. Timothy Eaton for his employees in 1898, when 2,475 people sat down to dinner at the same time. It was the occasion which inspired the Rev. Dr. Briggs to utter his famous remark to the effect that it was the biggest "Eatin' Company" he had ever seen. It was the occasion on which Miss Jessie Alexander first recited her celebrated selection, "Bargain Day"—written specially for this event. The tables stretched over the Yonge, Queen and James St. sections of the second floor of the Store, nearly fifty thousand pieces of china and silverware being required for the serving of the food. And what a good dinner it was—oyster patties, roast turkey and tongue, potato croquets, plum pudding, ice-cream, cakes, fruit, nuts and raisins, bon-bons and coffee! There was singing and speech-making afterwards, Mr. Eaton acting as chairman, and saying, in conclusion, in wishing his "fellow-associates" a Happy New Year, that he hoped by the end of the Century the word "employees" would "be all done away with." The newspapers reported it as a most remarkable gathering, and the Public evidenced an immense interest in the unusual entertainment.

But though the form of the event was unique, the spirit of it was just the prevailing spirit of good will existing between the head of the business and his helpers. Back in the early days it was the custom of Mr. and Mrs. Eaton to invite to their house frequently the men and women who were employed in the little shop at the corner of Yonge and Queen Streets. A certain man who was a salesman there a year or two after the Store was opened—a young Irishman with but few friends in the City—remembers the many pleasant evenings

spent at the Eaton home in Gloucester Street, especially one at which he contributed to the musical programme by

Quoits are a popular pastime at the Eaton Boys' Camp at Victoria Park.



The open-air stage at the Camp never lacks for performers. There is always plenty of talent "in the bunch" when the time comes to "put on a show."

singing "The Harp That Once Through Tara's Halls." When the Store closed on Saturday afternoons in the Summer

there were Eaton picnics to Lorne Park and other places. It was only when the number of the staff passed from the hundreds into thousands that this social intercourse between employer and employed assumed the nature of the more formal and less frequent entertainment.

So too in the beginning of things was Mr. Eaton able to deal personally with the troubles and sicknesses of those in his employ. And countless are the stories of his kindness and beneficence in this respect. Mr. Bridle touches upon some of them in his biography of Mr. Eaton in an earlier chapter in this volume. But many will never be known. If it were possible to keep his good deeds secret, he did so.

The guide, counsellor and friend which Mr. Eaton was to his associates when the smallness of their numbers permitted his personal acquaintance with one and all, the Eaton Welfare Organization seeks to prove to-day to the 16,000 workers in Store, Factories and Mail Order. The aim and object of its existence is to keep Eaton employees healthy and happy. To this end it provides means for recreation, education, and keeping fit. In event of illness it sees that the patient is receiving proper care.

That the Welfare Head may keep in immediate contact with each of the immense number of employees there are appointed 370 Welfare Secretaries—one by each department —whose mission it is to report any case of sickness, indisposition, or trouble generally. In appointing the Secretaries, care is taken to select the young man or woman, most sympathetic, most understanding, and most closely in touch with his or her fellow-employees—one to whom these fellow-employees will feel they may turn for advice in trouble of any kind.

For rendering assistance medically the Welfare Department is well and widely equipped. Included in its organization are:

Two hospitals, one in the Store, the other in the Factory, with qualified nurses in charge—for first aid in emergency, or attendance in temporary indisposition.

THE BIG SITTING-ROOM AT THE EATON WOMEN'S CLUB

After a game of basket-ball or half an hour's calisthenics or apparatus work in the Gymnasium, the big sofas and arm chairs round the fire in the sitting-room "look pretty good."

A staff of qualified nurses for visiting employees who are ill, to ensure their receiving proper attention.

A qualified nurse in the Welfare office to give advice regarding eating, sleeping and exercising, to those who are feeling below par.

An X-ray and dental clinic for the examination of the teeth in event of dental trouble, or of stomach or nerve trouble arising from some defect of the teeth. Such films—to be taken to the employee's own dentist or doctor—are provided free of charge.

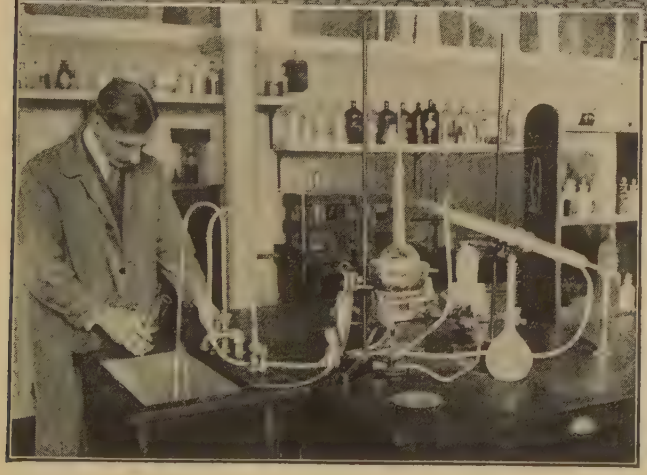
The Welfare Head is empowered to extend, when necessary, extra financial assistance for care and attention during illness.

* * *

In affiliation with the Welfare Work is the Eaton Women's Club—an exemplification of the homely adage that prevention is better than cure, and of the obvious truth that recreation and exercise are big factors in keeping fit. The Club Rooms at the corner of Yonge and McGill Streets are quarters of which the members have every reason to be proud. It is one of the few women's clubs in Toronto which is equipped with a swimming tank. The Gymnasium provides every facility for basket-ball, drill, calisthenics and apparatus work. The Library has an admirable collection of books by new and standard authors. The sewing room affords every convenience, such as cutting tables, sewing machines, irons for pressing, for those who wish to make their blouses, etc. And the immense sitting-rooms are three in number: one—with a Victrola and piano—for dancing; the second—with a fire-place and big comfy chairs and sofas innumerable—for needle-work and chat; and the third, downstairs, abounding likewise in arm chairs and Chesterfields, designated as a special room, where under suitable chaperonage, such members as live in boarding houses, may receive their young men friends.

Under the personal direction of well-known instructors from various schools and colleges in Toronto, classes are

THE STORE HOSPITAL on the Fourth Floor, whence customer or employee may repair if over-taken by illness or accident. Qualified nurses are in charge of it.



IN THE LABORATORIES—ANALYSING DRUGS

One of the Chemists at work in the Research Bureau

conducted each night in swimming, calisthenics and apparatus work in the gymnasium, classic and social dancing, and choral singing for trained voices and beginners. For each of which classes the charge is but a nominal fee of one or two dollars per term. For two nights of the week the classes are confined to Eaton Juniors, girls of fourteen to eighteen years of age: for two other nights they are given over to Eaton Women: on Saturday afternoon and evening both Club Rooms and classes are at the disposal of the Eaton Boys.

* * *

These, too, have their club—Eaton Boys of fourteen to eighteen—with a Director who supervises not only their sports, their baseball and hockey teams and other Club activities, but also keeps in touch with their work. Having intimate knowledge of them he is able to see that each boy is placed in the position best suited to his abilities and his inclinations. Moreover, he encourages the boy in continuing his studies in such subjects as will be specially helpful to him. If drawing or painting be the boy's especial bent, he is urged to compete for one of the Scholarships at the Ontario College of Art, offered by the Company to stimulate interest in newspaper illustrating and poster work. As he passes on toward manhood, he is advised and assisted in taking up one of the several well-known business courses conducted under the auspices of the Company. To be an Eaton Boy is to be afforded the opportunity of learning to do many interesting and useful things.

And last but not least the Eaton Boys' Camp at Victoria Park. With its well-set-up, comfortable tents, its big dining-tent where good, nourishing meals are served, its stage for club concerts and "shows," and its magnificent swimming tank, where, however rough or cold the water in the lake may be, it is always possible to dive and swim in comfort. A gift to the Boys from Sir John C. Eaton, the tank was opened in the Summer of 1918 with an Exhibition in which swimming and diving champions of England and the United

States took part. It was a matter of just pride to the Supervisor, that of the 325 boys in Camp during the summer of 1919, all but one were able to swim, the majority of this number having learned to do so under Camp instructors. Many of them have become experts in swimming, diving and life-saving.

Each member of the Eaton Boys' Club is privileged to stay two weeks each Summer at the Victoria Park Camp—for the payment of a fee to cover the bare cost of his meals. Some of the boys elect to spend their fortnight's vacation there; others prefer to make use of the privilege while at work—going out after five o'clock each night. With the all-day Saturday holiday in July and August, the opportunity of enjoying a whole day at the Camp once a week is in itself a big advantage. For there never was a fine day at Camp, yet, when there wasn't good sport of some kind or other going on.

ONE OF THE ESCALATORS—of which there are eight in the ***Store***

BRONZE STATUE OF TIMOTHY EATON

Erected in the Store on the Fiftieth Anniversary, December 8th, 1919, by the Employees of the T. Eaton Co., in memory of the founder of the business. A replica of this statue has been set up in the store in Winnipeg.

THE EATON PART IN THE WAR

THE Store has come into intimate touch with three Wars: the North-West Rebellion in 1885, the South African War in 1899-1902, and the European War of 1914-1918.

Among those who answered the call for men of the Governor-General's Body Guards, Queen's Own Rifles and Royal Grenadiers to fight Louis Riel and his rebels in March of 1885, were six or seven Eaton employees. Happily, all returned in safety the following July. The general anxiety over the gallant volunteers, and the difficulty of procuring salesmen during the brief period are the features of the campaign which remain uppermost in the memories of those who were in the Store's employ at that distant date.

In the Boer War, four men of the Eaton staff served with the Canadian Contingent in South Africa,—Privates George Eakins, John Seager, J. R. Vickers, and Gordon A. McRae. Incidentally, it may be noted that their wages were paid to them during their absence. On their return, at a concert given in their honor in Massey Hall by their fellow employees, Mrs. Timothy Eaton, on behalf of Mr. Eaton, presented them with gold watches. It was an occasion of great rejoicing.

For the recent European War, 3,327 Eaton men enlisted for military service. Of this number, 2,200 were from the Toronto Store and Factories, 1,101 were from the Winnipeg Store, and 26 from the Foreign Offices.

Before he sailed for Overseas, a photograph was taken of each man, and hung in a conspicuous place of honor in the Store—a visible sign, if such were needed, that he was

not forgotten. But infinitely more than sentiment went into the honoring and remembering of the Eaton man Overseas. In recognition of the service he was rendering his King and Country, the following financial arrangement, to supplement his military pay, was made for him by the instruction of Sir John C. Eaton.

> Married men who were in the Eaton employ at the time war was declared, and who voluntarily enlisted, were paid, while on Active Service, the full wages they were receiving from the Company previous to their enlistment.
>
> Single men who were in the Eaton employ at the time war was declared, and who enlisted voluntarily, were paid, while on Active Service, half the wages they were receiving from the Company previous to their enlistment.

By the middle of October, 1919, the amount paid out in this Military Service allowance had reached the sum of $2,206,443.

* * *

Returned soldiers declare that one of the best things connected with being an Eaton man was the privilege of making the London and Paris Offices of the Company their headquarters while on leave in these cities. It was indeed "a bit of home" in a foreign land. Being able to draw on their savings accounts through either of these offices was another advantage much appreciated. But perhaps those who feel they benefitted most were the prisoners of War—there were forty-one of them, now repatriated—who from the Eaton Office at Zurich, through the Bureau de Secours, received each month a parcel containing all kinds of food, as well as tobacco. The head of the office was able to make personal visits to those who were fortunate enough to be sent on subsequently for internment at Berne or Muren.

"VICTORY!"

Modelled by two Eaton men to commemorate the valor of the Canadian soldier, and to stimulate interest in the War Loan campaign in November of 1918. This statue on the steps of the City Hall is a duplicate of those which stood in the window and aisle of the Store during the "drive" for Victory Bonds.

At Christmas, Sir John and Lady Eaton and the employees of the Company sent boxes of goodies to each Eaton man in England and France. Lady Eaton, also, sent each a box of cigarettes. And at the annual meetings of the Company, throughout the War, greetings from the President, Directors and Heads of Departments—in the form of a resolution—were sent to each soldier serving Overseas. To the letters containing the copy of these resolutions replies of appreciation would pour in to the Secretary from the camps and trenches. Here are two that are typical:

A man from the Winnipeg Store writes from Belgium:

"Along with the rest of the Store boys over here, I have received a copy of the letter which conveys to us the Greetings and good wishes of the President, Directors and Heads of Departments of the firm, expressed in the form of a resolution at the Annual Meeting.

This token of thoughtfulness and kindness is greatly appreciated by the Store boys I have seen since they received it, as I am quite sure it is by all the rest.

It is an enviable state in the Canadian Army to be an employee of "Eatons." Certainly the generous arrangements made by the firm for the boys save them untold worry, and makes the bright thoughts of Peace when it comes, brighter still. For this boon we are all profoundly grateful.

With kindest regards to you all."

A Toronto man writing from Bramshott Camp, says:

"Your letter dated February 3rd safely to hand. I would like just to thank you for your good wishes for my welfare, and also for the allowance you are making for my wife. It gives a fellow heart to do his bit, knowing that his wife and children are being provided for. I can assure you, you have my heartfelt thanks. I trust we shall soon see the end of this war, then I can try to repay you in a small way by giving my best services.

Again thanking you, and wishing the firm every success in the future."

By the end of the War, one hundred decorations had been conferred on Eaton men—as follows:

Distinguished Service Order	(D.S.O)	1
Military Cross	(M.C.)	12
Distinguished Flying Cross	(D.F.C.)	1
Distinguished Conduct Medal	(D.C.M.)	12
Military Medal	(M.M.)	59
Croix de Guerre		3
Meritorious Service Medal	(M.S.M.)	8
St. George's Medal		2
Belgian Croix de Guerre		1
Serbian Gold Medal		1

Of the 741 Casualties, 238 were killed in action or died of wounds, 470 were wounded, and 41 taken prisoners of War.

By the middle of October, 1919, 2,021 Eaton men had returned to Canada, of which number 1,375 have resumed work with the Company. To these, as an inducement to thrift, the Company allows 10% on all their savings for two years after their return.

Of Eaton men who have returned to Canada, but not to work, some are in Convalescent Hospitals, some on military duty in Canada; others found it necessary to take up lighter employment; a few have gone into other occupations. Among the new men engaged by the Company in Toronto and Winnipeg, since the end of the war (in addition to Eaton men returned to work), 1,465 are returned soldiers. To sum it all up there are not many young men of military age around Eaton's who are not wearing the Active Service Button.

EATON MEN WHO ENLISTED FOR MILITARY SERVICE

TORONTO

Abbott, H. S.
Abbey, Clarence
Abernethey, Cecil
Adams, F. G.
Adams, Thomas A.
Adams, S.
Adamson, Alexander
Adcott, D.
Adley, Clive J.
Adelson, H.
Airy, J.
Aikens, R.
Ainsworth, J.
Airey, J.
Aiston, Robert G.
Agassiz, H. R.
Alder, Henry L.
Aldridge, H.
Algie, R. L.
Allcock, G. E.
Allsopp, Norman
Allport, A. T.
Allen, P. W.
Allen, E. W.
Allen, W. G.
Allen, Clarence
Allen, Gilbert
Allen, H. W.
Allen, Alfred
Allen, Clifford
Military Medal
Althorpe, George
Alton, George
Anderson, H. R.
Anderson, James
Anderson, S.
Anderson, G.
Anderson, W. H.
Andrews, A. W.
Andrews, Ben.
Andrews, Harry
Andrews, Percy
Annette, H. A. J.
Appleby, F.
Arana, Arthur
Ardagh, V.
Arkell, O.
Armer, H. E.
Armstrong, R. C.
Armstrong, R.
Armstrong, Edward
Armstrong, T. G.
Armitage, John
Arnott, T.
Arnold, James
Arnold, F. W.
Arthur, L.
Arthur, Alexander
Ashhall, Stanley
Ashbourne, F. V.
Ashford, William
Ashbee, Frederick
Ashton, W.
Ashworth, Thomas
Ashton, Eric
Asling, W.
Aspinall, J.
Aston, William O.
Atherton, E.
Atkinson, William
Atley, Frederick
Attwell, Charles H.
Auer, George
Audsley, H.
Avery, George
Axbey, Henry W.
Ayers, F. W.
Aylwin, Arthur
Aylward, H.
Ayling, Charles

Babington, W.
Back, Edward
Baegelman, David
Bain, H.
Bain, John
Bain, Donald B.
Baine, John E.
Baine, Theodore
Bailey, Albert
Bailey, A. J.
Baillie, Frank
Bakkines, D.
Baker, B. W.
Baker, William G.
Baker, Roy
Baker, Leonard W.
Ballantine, Frederick
Balcon, Carl H.
Baldwin, Allen
Baldwin, W. T.
Ball, Joseph
Banks, Charles V.
Barrett, R. J.
Military Medal
Barr, James
Barker, F. A.
Barker, Herbert
Bartle, Edward
Bartlett, B. T.
Barton, W. R.
Barber, L.
Barber, Frederick
Barbeau, Roy C.
Barlow, S.
Barnes, William J.
Barnes, W. J.

Barkley, Arthur
Barnby, A.
Barnam, L.
Bates, Harry
Military Medal
Bates, Nelson
Bathgate, George
Batstone, A. G.
Baucham, F.
Bava, Tony
Baxter, G. A.
Beach, Ralph
Beardsall, H. C.
Beasley, F.
Beckett, Robert
Bedford, C.
Bedley, William J.
Bedwell, Joseph E.
Beer, William
Bell, Douglas
Bell, Edgar
Bell, Albert
Bell, Richard
Bell, James
Bell, David
Belque, Frederick
Belyea, J.
Bennett, A. B.
Bennett, E. H.
Bennett, B.
Bennett, Frederick
Bennett, Robert
Bennett, H. L.
Benson, Harry G.
Benjamin, Frederick
Bertram, William O.
Beresford, Frederick
Berman, S.
Berry, Frederick
Best, S.
Best, Harry J.
Best, Ira
Best, A. L.
Bidgood, G.
Bignell, A.
Binner, P.
Binks, S.
Birney, William
Bissett, Thomas
Bingley, G. H.
Blackburn, C.
Blackburn, A.
Blacklock, F.
Blackman, M.
Black, George
Black, Neil
Black, William
Black, Thomas
Military Medal.
Black, John
Black, Frederick
Blake, H. L.
Blake, James S.
Blake, Ben. J.
Blair, H. M.
Bland, James
Bland, George
Bleaney, Fred. K.
Bliss, E. J.
Bloom, H.
Blond, Joseph
Blundell, R. C.
Bolton, James E.
Bond, Horace
Bonner, P. R.
Booth, Thomas
Booth, James
Booth, William
Booth, James E.
Booth, Charles Henry
Boothe, Morwood
Borer, Cecil I.
Bourke, H. Mc.
Bosnell, G. M.
Botterell, W. E.
Boughton, W. J.
Bounsell, Charles
Bowen, Harry
Boyle, James
Boynton, Harry
Boyd, Hugh
Brailsford, W. C.
Military Medal.
Bragg, Albert C.
Bradley, Harry
Military Medal.
Brabazon, A.
Bragman, Jake
Brady, William A.
Branson, T.
Brayley, Fred. G.
Bradshaw, Kenneth
Bray, W. J.
Brennan, William H.
Brennan, F.
Braird, L. B.
Bridgeford, Ben.
Bridges, R. J.
Briggs, H. E.
Brimicombe, Thomas
Brinston, F. H.
Broadhead, E.
Brockie, John
Brocklehurst, T. H.
Brockmaster, Wm.
Bromby, R. W.
Bromhall, J.
Brokenshire, R.
Brooks, A.
Brooks, William W.
Brooks-Effard, J.
Brooks, George
Brookman, John
Brown, Raymond
Brown, William R.
Brown, Randal
Brown, Harold
Brown, Albert
Brown, William

Brown, Robert
Brown, Harry
Brown, Herbert
Brown, Willam E.
Brown, V. J.
Brown, George C.
Brown, C. E.
Browne, Arthur
Bryce, Fred.
Brymer, John
Bryson, James R.
Buchanan, H. G.
Buchanan, A.
Buckle, Edgar
Bugg, A. E.
Bullock, Percy
Bullick, A. H.
Bull, Ernest A.
Bumbrough, H.
Bundy, Harry
Burford, James
Burgon, A. W.
Burgwin, Harry
Burgis, Ernest
Burke, Joseph
Burkholder, R. F.
Burrows, L. F.
Burrows, J. G.
Burrow, Alfred
Burrough, J.
Burroughes, John W.
Burt, Edward
Burton, Percy B.
Burton, Clarence
Burton, William
Burton, James
Burns, T.
Burns, William J.
Burley, Edward
Burney, Frederick
Bushey, R.
Bussell, William
Bustin, Wilbert
Butcher, Arthur
Butcher, William
Butler, James G.
Butler, J. D.
Butler, Thomas
Butlin, William
Buzzacott, A. F.
Byer, Leslie
Byers, E. L.
Byrne, V.

Cahoon, Albert
Caine, John W.
Caldwell, Robert
Caldwell, C.
Caldwell, William
Caldwell, F. H.
Callan, William H.
Callighan, E. O.
Calvert, T.
Calvert, G. B.
Calvert, H.
Cameron, George
Cameron, Charles
Cameron, Wilbert
Cameron, Frederick
Cameron, George
Campbell, Robert
Campbell, Percy
Campbell, Thomas A.
Campbell, Fred. C.
Campbell, Edward
Campbell, Wilfred M.
Campbell, William
Campbell, Robert
Campbell, Cecil G.
Campbell, Walter
Campbell, Robert
Campbell, Archie
Camm, Harry
Cane, Charles
Caney, Philip
Cantwell, William
Carey, Olliver
Cargill, George
Carney, D.
Carmichael, Wm. T.
Carmichael, George
Carpenter, D. W.
Carr, George
Carroll, Edward
Carson, Thomas J.
Carson, William
Carson, H.
Carter, Louis
Carter, F. N.
Carter, Harry
Carter, Harold
Carter, Edwin
Casciato, Adam
Cashman, F. G.
Cassels, A.
Cathers, Clifford
Cation, Louis
Cawthorne, Everett
Chadwick, George
Challis, R. J.
Chamberlain, A.
Chamberlain, H.
Chamberlain, W. A.
Chandler, Albert
Chandler, Clarence
Chandler, A. C.
Chanler, Edward J.
Chanler, J. A.
Chambers, J. A.
Chapman, Ernest
Cheyne, William
Cheetham, W.
Chesher, Ernest
Cherry, R. B.
Cherry, C. L. (Miss)
Chillman, W. J.
Chisholm, Frank B.
Chittick, John W.
Christie, L. E.

Clark, G. B.
Clark, Gordon
Clark, John
Clark, Harry
Clark, George
Clark, Ernest
Clark, Melbourne
Clark, W. D.
Clark, H. H.
Clarke, Fred. W.
Clarke, Albert E.
Clarke, F.
Clarkson, James T.
Clayton, Harold
Clayton, Fred. J.
Clayton, Arthur
Clendenning, H.
Military Medal and Bar
Clendenning, R.
Cleveland, Arthur
Clifford, John
Clogg, William G.
Close, Frederick
Clough, P. P.
Coates, William N.
Coates, G.
Cockerel, Eric
Cocking, William S.
Cockburn, William
Cockburn, A. B.
Cocomile, F.
Coghlan, H.
Colbran, George H.
Cole, Samuel
Cole, Charles
Cole, H.
Coleman, Donald
Colleran, Harris
Colhoun, Robert J.
Collins, J. P.
Collins, Harold D.
Collins, Fred.
Collins, Arthur
Collins, N. E.
Comthwaite, Robert
Connor, E.
Conian, Albert E.
Conlon, William
Conyers, D. G.
Military Medal.
Cook, Harry
Cook, Ernest
Cook, R. M.
Cook, William H.
Cook, Fred. L.
Cook, Joseph
Cook, John O.
Cook, George R.
Cook, Arthur J.
Cook, William
Cooke, J.
Cooke, John
Cooke, Joseph
Cooke, John
Cooksey, Gordon
Cooley, W.
Coombes, George E.
Coombes, Matthew
Cooney, Thomas
Cooney, James
Coote, A. G.
Cooling, Harry
Cooper, C. E.
Military Cross.
Cooper, E.
Copping, John J.
Cornell, Walter
Correll, H. G.
Military Medal.
Correll, Francis A.
Military Medal.
Corbridge, George
Cornish, F. A.
Cordner, Thomas
Cormack, Adam
Corless, Joseph
Costigan, N.
Cottingham, Ernest E
Coulter, F. A.
Coulter, C. W.
Coulter, Joseph
Coutts, R.
Cowling, Frank
Cowling, C. E.
Cowan, T. E.
Cowan, Robert C.
Cowan, Samuel
Cowan, Wm.
Cox, Harry
Cox, John H.
Cox, Lorne D.
Craig, J.
Craig, Samuel
Cranston, Ernest
Crawford, James
Crate, Harold
Cree, A.
Crealock, Alec
Cresswell, Thomas A.
Cresswell, Sydney
Crilly, James
Crockneck, M.
Crofton, John
Crooks, John M.
Cross, John C.
Cross, Bartley
Crothers, John
Military Medal.
Crowe, Louis M.
Crozier, F. W.
Crush, C. W.
Crysdale, H. C.
Cudmore, Lewis
Cudmore, Russell
Cullen, J.
Culver, John H.
Cumming, David
Cummings, Angus E.
Cuthbert, H. H.

Currie, James
Currier, Joseph
Cutts, Alvara

Dale, Arthur
Daley, John J.
Dallmore, Wilfred
Dallas, Thomas
Dancyger, Louis
Darling, Thomas
Darlison, Joseph J.
Davidson, James
Davidson, John
Davidson, John
Davidson, William
Davidson, Wilfred
Davies, F.
Davies, Trevor
Davies, William H.
Davis, E. R. M.
Military Cross.
Davis, Edwin
Davis, Ernest
Davis, Floyd
Davis, G.
Davis, Thomas
Davison, Roy
Dawe, A.
Distinguished Conduct Medal.
Dawson, Robert
Dawson, George
Dawson, George A.
Dawson, George
Day, John F.
Day, William
Day, S.
Dean, R. W.
Dean, Norman
Deards, Edward
Deeves, John H.
Deas, James
Deadman, Arthur
Delves, Frank
Delgrave, E. G.
Delacour, Arthur D.
Deuxbury, James A.
De Luca, Ernest
Dempsey, R.
De Witt, George
Devolder, Bert.
Dewey, M.
De Shane, Charles L.
Dick, W.
Dickson, W.
Dickie, E. A.
Dickason, R.
Dickson, William
Dillon, Arthur
Dimond, R.
Dimond, Charles
Dinnen, R. J.
Dines, Thomas H.
Dinsmore, Arthur
Diplock, Ernest
Dixon, John W.
Dixon, Maurice
Dixon, Joseph
Dobney, Fred.
Dobson, A. B.
Dobson, O. G.
Dockery, W.
Dolson, Frank
Dodds, W. T.
Dodd, A.
Dodd, Alfred J.
Douglas, M.
Douglas, William
Douglas, Frank Wm.
Douglas, Charles S.
Douse, Walter
Dow, C. F.
Dowling, Dennis
Downard, E. C.
Dowdell, G. C.
Downey, Robert
Dollery, Percy
Doole, Alfred
Doricott, Walter
Dore, Arthur
Doyle, Richard
Doyle, M.
Duffy, William
Dugwell, Frank
Duggan, Gus.
Dunlop, R.
Dunlop, Joseph S.
Duncan, William
Duncan, James
Duncan, William G.
Dunn, James
Dunn, Alex.
Dunn, William
Durward, A.
Duthie, Robert A.
Dutton, C. F.
Dyers, William
Dymond, William
Drader, Philip
Draper, Fred. C.
Drake, Edwin
Drew, David P.
Drew, Charles
Driscoll, Joseph
Driscoll, Wm. Henry

Eady, Clement
Eagleson, William A.
Easton, Frank
Eason, Earl
Eastman, George
Distinguished Conduct Medal.
Eaton, Thomas A.
Ecclestone, Lyle C.
Edge, H.
Edge, Harry
Edgson, Arnold G.
Edwards, Edwin H.

Edwards, William
Edwards, Joseph
Edwards, A. C.
Elliott, Leslie
Elliott, W.
Elliott, Joseph
Elliott, Frank W.
Elliott, R.
Elliott, Russell
Ellins, Harold F. A.
Meritorious Service Medal.
Ellins, Harry F.
Ellis, Richard C.
Ellis, Ernest
Elder, Gordon
Elbourne, Fred.
Enright, V.
Enright, Percy J.
Ennis, Alex.
Ennis, William
Ernst, Noah
Esposito, Lucio
Etchells, Herbert
Evans, William E.
Evans, Clarence
Evans, Enoch
Military Medal.
Evans, Thomas
Everist, Wilfred
Ewart, Jonathan
Excell, E.
Eyles, Charles D.
Eyles, George H.

Fairley, Thomas
Fallowfield, John W.
Falls, Dean
Faragher, William
Farrel, Albert
Farmer, S. T.
Fawcett, R. H.
Fearnley, Edward
Fellowes, George C.
Felton, A.
Fenton, John W.
Fenton, W. R.
Fensom, John T.
Ferson, James
Ferguson, Edward
Fidge, L.
Fielding, Harry
Fielding, Earl
Fine, M.
Finn, George K.
Firth, R.
Firth, J.
Fisher, George
Fisher, E.
Fisher, H.
Fitch, A.
Fitzgerald, E.
Fitzgerald, G.
Fitzpatrick, William
Fleming, G. W.
Fleming, C. S.
Fleming, R. J.
Fletcher, J. G.
Flinn, D.
Flowers, F. G.
Fluck, T. A.
Military Medal.
Foley, E.
Ford, James
Forster, F.
Forbes, W. A.
Forbes, William A.
Forbes, V.
Forsey, George
Forsey, Edward
Forsyth, L. R.
Forsyth, George
Forteath, Stanley
Foster, John
Fowler, A.
Fox, R. D.
Foxley, J.
Frame, N. A.
Francis, J.
Francis, N. A.
Franklin, E.
Fraser, R.
Military Medal.
Frazer, Reginald R.
Frazer, John G.
Freeman, E. D.
French, Edward
Frith, W. J.
Frizell, John
Frizell, James
Frizell, George
Fry, Robert
Fry, E.
Fryer, James A.
Fudge, S. F.
Fulton, M.

Galbraith, James L.
Galasha, J.
Galway, William
Gale, Arthur
Gallagher, W. J.
Gamey, Thomas
Game, F.
Gammock, Robert
Gane, Leslie A.
Gardiner, D. W. J.
Gardner, Herbert
Gatenby, Thomas
Gault, Robert
Gazey, A.
Gazey, John G.
Geary, Edward
Gearin, W. J.
Geddis, John
Gerrow, Nelson
Gervais, Louis
Getty, E. F. G.
Gibb, James

Gibson, S.
Gibson, James
Gibson, Stanley
Gibson, William A.
Gibson, F. A.
Gilbert, William G.
Gilbert, Charles M.
Gilbert, Albert J.
Gill, J. E.
Gill, Thomas
Gilpin, Albert
Gillespie, M. J.
Gilmore, William R.
Glanville, Gordon
Gladstone, David
Gledhill, Stanley
Gledhill, Fred.
Distinguished Conduct Medal.
Glendenning, James
Gleed, Wallace H.
Gleeson, Miss G.
Glenn, William James
Glenn, Walter
Glover, A.
Goodfellow, Adam
Distinguished Conduct Medal.
Goodfellow, J. W.
Goodman, Dave
Goodman, B.
Goodman, C. H.
Goodacre, William
Gorman, William
Gordon, William P.
Gordon, David
Gordon, David
Gordon, John C.
Gould, Edward
Goulding, James
Gowans, Robert
Gray, Frank G.
Military Medal.
Gray, Thomas E.
Gray, N. S.
Gray, C.
Gracie, Robert
Grady, H.
Graham, S. E.
Graham, W. T.
Graham, Robert
Graham, Herbert
Graham, Charles
Military Medal.
Graham, William
Graham, Norman
Graham, C. R.
Grand, Charles
Grant, James
Grant, A. B.
Graydon, Merwin
Graydon, Samuel S.
Grealis, Albert
Green, Archie
Green, E. M.
Green, R. R.
Green, B. T.
Green, Herbert
Green, Walter
Greenbury, C. W.
Greenaway, Joseph
Greer, George
Greer, Clare
Greerson, William
Greeg, R
Grieg, James M.
Griffin, J.
Griffin, S. H.
M.C., Enlisted Private Promoted to Major.
Griffin, John William
Griffin, John
Grimshaw, Ernest
Groves, Harold
Groves, Oscar
Grunblatt, Harry
Grundy, A. J.
Military Medal.
Gueran, A. H.
Gumbert, M.
Gunn, W. F. H.
Gurney, Charles F.

Haacke, George
Hadfield, P
Haddlesey, Charles
Hagerman, Archie
Hagan, Thomas
Haines, Hubert
Haisley, Joseph
Haisley, F.
Hale, Redvers
Halliday, George
Halley, R. A.
Hall, H. L.
Military Medal.
Hall, Harry
Hall, William
Hall, Bernard H.
Hambly, Ernest
Hamilton, J. S.
Hamilton, L.
Hamilton, J. C.
Hamilton, William R.
Hamilton, Harold
Hamilton, David
Hamilton, J. J.
Hammond, James
Hammond, Gordon J.
Hand, Arthur
Hancock, E.
Hanna, S.
Hanna, James Ross
Hanna, Robert T.
Hanna, O.
Hannon, Russell
Hargreaves, Albert
Hargraves, Raymond

Hargrave, Harold
Harper, Miss Norma
Harland, Frank
Harvey, Alfred
Harvey, James
Harvey, William
Harvey, A.
Harvey, John S.
Harvey, Crawford A.
Harrington, W.
Harrington, Fred.
Harris, H.
Harris, A.
Harris, W. C.
Harris, R.
Harris, John P.
Harris, A.
Harris, Gordon
Harradine, John C.
Harrison, W. L.
Harrison, Charles
Hardill, A. J.
Hards, Charles Wm.
Harding, R.
Harding, Joseph E.
Harding, Frank
Harding, J.
Harding, Fred.
Harding, Thomas
Hardy, Alfred E.
Hassard, Jason
Hassard, John
Hassell, H.
Hatton, Joseph
Hatton, Thomas
Hatton, Edward
Hatton, Richard
Hawley, A.
Hawkes, Robert
Hawker, W. Thomas
Military Medal.
Hawkins, F. J.
Hayward, Frank
Hayward, P.
Haynes, Gordon
Hayman, E.
Hayes, Walter
Hayden, John
Hazeldine, C.
Hazel, R.
Healey, Delbert
Heasty, Joseph
Heathcote, Eric
Military Medal.
Heathcote, Herbert
Hefler, William
Hellowell, William H.
Henshaw, Charles
Henderson, Robert
Henderson, M.
Henderson, Earl D.
Henry, E.
Henry, Fred
Henry, Russell C.
Henry, William R.
Henry, Samuel
Herdman, F.
Heron, I. B.
Herrington, G.
Herrington, Alfred
Herriott, V. L.
Hesp, Bruce
Hetherington, V.
Hetherington, J. W.
Hewitt, George
Hewer, Thomas F.
Hewines, Arthur
Hewlett, Norman F.
Hickey, Louis
Hickey, Irving
Higgins, William
Hiles, C.
Hill, A.
Hill, William J.
Hill, Gordon
Hinds, J.
Hinchcliffe, Ernest
Hinchley, Ernest
Hinchey, Basil
Hinkly, John
Hines, George
Hirtles, Frank E.
Hoare, Gilbert A.
Hodge, W. R.
Hodgett, R. C.
Hogarth, Robert
Hogg, A.
Military Medal.
Hogg, Andrew
Hogg, F. J.
Hoile, John
Holmes, L. H.
Holt, V.
Holt, Fred.
Hollands, W.
Hollands, Arthur
Holley, Albert
Hollingsworth, Wm.
Holder, George H.
Hooper, A.
Hook, Norman L.
Hopkins, A. W.
Hopkins, John
Hormberger, L.
Horner, C. T.
Hoskins, Fred.
Houghton, Wesley
House, H. A.
Military Medal.
Houston, Hugh
Howard, Ernest
Howard, N. Ellwood
Howard, S. T.
Howard, E. F.
Howes, H. J.
Howes, Albert
Howarth, Frank
Hoxer, Alec.
Hudson, B.

Huddleston, W.
Huggett, John
Hughes, Fred.
Hughes, J.
Hughes, Albert
Hughes, Thomas
Hughes, William
Humberston, Sydney
Humberstone, Stanley
Humphries, Frederick
Humphries, J.
Humphries, Ernest
Hunt, Edward
Hunt, Henry E.
Hunt, Charles H.
Hunter, Robert
Hunter, Robert G.
Hurl, Hugh
Hurl, Andrew
Hurl, Thomas
Hurst, W.
Hussey, R.
Hutton, William
Hutton, Benjamin
Hutchings, Fred.

Iceton, William
Iles, H.
Irvine, J. E.
Irvine, William J.
Irwin, Robert
Irwin, George
Irwin, Reginald I.
Irwin, Russell
Irwin, G. A.

Jackson, F. T.
Jackson, George
Jackson, George
Jackson, Thomas
Jackman, James
James, William
James, Henry
James, R. G.
Jameson, A.
Jamieson, Gordon L.
Jardine, John A.
Jarvis, Albert
Jarvis, William Ed.
Jebson, Joseph
Jefferson, W.
Jeffreys, Harry
Jefferey, Ernest
Jeffrey, John E.
Jerman, J.
Jess, Audrey H.
Jess, Howard
Jessop, John O.
Military Medal.
Jex, Sidney
Jones, T. A.
Jones, W. H.
Jones, John H.
Jones, J. Fred.
Military Medal.
Jones, William H.
Jones, Arthur
Jones, Samuel W.
Jones, Edward S.
Jones, Ivor E. T.
Jones, William
Jones, Thomas
Jones, Raymond
Jordon, Leslie
Jordon, Samuel J.
Joyce, S.
Jodrell, John
Jodrell, William
Johns, Harry
Johns, Edward
Johnson, B. H.
Military Medal.
Johnson, J. E.
Johnson, William
Johnson, Harry
Johnson, S. C.
Johnson, Joseph
Johnson, Samuel
Johnson, Joseph
Johnston, C.
Johnston, William
Johnston, David
Johnston, William J.
Johnston, Alex.
Johnston, Lyman
Johnston, Alex.
Johnston, Geo. Wm.
Johnston, W. F.
Johnston, A. P.
Judge, Clifford
Judson, Harvey
Junkin, Charles I.

Kane, William C.
Kay, F.
Kealy, William B.
Keenan, Albert
Keefer, Norman
Keeler, C.
Keller, Harvey
Kelland, Herbert
Kelly, William
Kemp, Horace
Kenny, William
Kennedy, W. J.
Kennedy, Richard
Kennedy, David
Kennedy, John
Kennedy, Gordon
Kennedy, Kenneth
Kent, Charles
Kent, H. V.
Kerr, George
Kerr, George
Kerr, James Edward
Kernohan, John
Kerchenblatt, Hymie
Kerzener, Louis
Ketchen, A. Chas.
Keys, Alex.

Keys, John J.
Killett, Richard P.
Kimball, Richard C.
King, A.
King, H. R.
King, Leonard
King, J Norman
Meritorious Service Medal.
King, Joseph F.
King, E. M.
Kingan, Alex.
Kingston, Harold
Kingsberry, Herb. B.
Kirby, Horace B.
Kirby, Allan
Kitchen, Eric
Knight, Norman A.
Knight, William E.
Knight, Charles T.
Knight, Howard
Knight, E. W.
Knott, Gordon
Knox, James
Knowles, William
Kyle, James

Lackey, E. W.
Lackie, John
Laird, Clayton
Lamb, M. Y.
Lamb, Joseph H.
Lambert, John W.
Lambert, Jack
Lanchbury, H.
Lake, Stanley
Lang, Theo. W.
Lang, William A.
Langford, A. L.
Langley, Bertram
Lapatina, James
Lapense, H.
Larkin, Frank A.
Lawless, Joseph Wm.
Law, Robert
Lawrence, John
Lawson, John
Lawson, R. G.
Lea, Archie
Leavens, Claude
Lebovitch, William
LeBar, W. G.
Leeman, E.
Leeson, William
Ledingham, Robert
Leith, F. R.
Leigh, Morley C.
Le Gros, B.
Lennox, William
Lennox, Robert
Leslie, Harry
Lester, William L.
Lewis, Benjamin
Lewis, William
Lewis, Ashworth
Lewis, Jack
Lindsay, T.
Lindsay, Hugh
Lindsay, Isaac B.
Lindsay, Clayton E.
Lindsay, Clarence
Linham, Albert
Lloyd, Frank
Lloyd, S.
Loomis, Roy D.
Long, Leonard
Littleton, Thomas
Little, A. G.
Littlefair, M. A.
Livock, Alfred
Loates, Herbert W.
Logan, William
Lomas, R. J.
Loney, H.
Longmoor, S. H.
Longshaw, John E.
Longstaff, Henry
Lord, Nugent
Lord, A.
Lougheed, George C.
Lougheed, A. J.
Lough, Robert
Loughran, J. H.
Love, Thomas M.
Love, John
Love, James
Lowry, Thomas
Lowry, Harold
Low, A. M.
Lucas, Norman
Lucas, Richard
Lukeman, A. S.
Lumsden, S.
Lunney, Chris. G.
Lusted, W. H.
Lyon, R. S.
Lyall, G. W.

Mackie, Greg.
Mackie, R.
Maconaghie, James
Macpherson, Ross W.
MacLeod, Donald
Madden, Fred.
Madden, George
Main, Thomas
Military Medal.
Main, James
Maguire, R.
Maguire, Thomas
Maguire, Frank
Magill, J.
Magill, Joseph
Mahaffy, John G.
Malcolmson, Samuel
Manaton, Ernest
Manuel, Edward
Manning, L.
Mann, Aubrey R.

Marchant, D.
Marlow, H.
Markle, J. G.
Marks, Earl
Marks, G. H.
Marks, Thomas W.
Martin, Wilfred
Martin, Herbert J.
Martin, A. J., Sr.
Martin, Arthur
Martin, William
Martin, Norman K.
Military Medal.
Martin, Thomas
Marriott, W. G.
Marriner, J. L.
Marwood, George
Marshall, William H.
Marshall, D.
Marsh, Gordon
Marsh, Percival
Massey, Lorne E.
Masson, Donald
Mather, Joseph
Matthews, K.
Mattinley, Lyman
Mattless, Alfred J.
Maughan, John
Maw, H. B.
Mayne, G. R. T.
Military Cross.
Mayhew, Athol D.
Mayhew, Thomas
May, Harold
May, Reg. William
May, W. C.
Maynard, J.
Meader, E. A.
Meehan, James
Merrin, Cyril
Merry, Thomas
Middleton, J.
Middlemiss, R.
Miles, George
Military Medal.
Milford, W.
Milne, P. M.
Milner, S.
Mills, Henry
Mills, Charles
Millage, S. C.
Miller, George
Miller, Robert
Miller, Wilfred
Miller, J. R.
Miller, George
Miller, Richard A.
Miller, A. E.
Millar, David
Miller, Percy H.
Miller, Joseph
Mintz, Louis
Missen, William H.
Mitchell, D. J.
Mitchell, W. J.
Mitchell, Edwin
Mitchell, S. W.
Mitchell, William H.
Mollard, George F.
Monk, Thomas
Monfredo, C.
Monroe, E.
Montgomery, J. Lorne
Montgomery, Herbert
Montgomery, Henry
Montgomery, E. A.
Montgomery, Robert
Moonen, E.
Moore, F. G.
Moore, Albert J.
Moore, Walter
Moore, John
Moran, W. F.
Morgan, F. J.
Morgan, P. W.
Morgan, Edward
Morgan, John E.
Morgan, George
Moreland, James C.
Morris, Francis V.
Morris, John
Morrell, Fred.
Morrow, A. J.
Morrow, William G.
Morrow, R.
Morrison, John
Morrison, Eric S.
Morphet, John W.
Moses, William H.
Mote, George A.
Distinguished Conduct Medal.
Mountjoy, F. C.
Muff, John P.
Muir, W.
Mulvenna, Hugh
Mullins, S.
Mullaney, Robert
Mulligan, Albert E.
Munn, George B.
Murdoch, Robt.
Murphy, Robert
Murphy, M. E.
Murphy, James
Murray, Robert P.
Murray, P.
Murray, Gordon
Murray, H. M.
Mustard, Gordon
Musgrave, A. S.
Myers, E. Ross
McAdam, Alfred
McAdam, James
McAdam, W. H.
MaAtee, Jefferson
McAuley, David
McBirnie, Stanley
McBride, A. C.
McBride, Harry

McBride, James
McBride, Fredk. Wm.
McCaig, Robert
McCartan, Robert J.
McCartan, Samuel
McCartney, Harry
McCarty, Orville
McCarron, John
McCarron, James
McCauley, Herbert
McCausland, Thomas
McCaw, James
McClusky, Walter
McClelland, Kennteh
McCleary, Walter
McCraw, Joseph
McCracken, Thomas
McCracken, L.
McCracken, William
McCracken, Joseph
McCrea, K.
McConnell, David
McConaghie, John
McCrossen, Oliver
McCord, Norman
McCormack, C. W.
McCubbin, James
McCullough, John H.
McCutcheon, Geo. W.
McDonagh, Wm. C.
McDonald, Edgar
McDonald, William
McDonald, Bert.
McDonald, William
McDowell, C.
McDowell, W.
Military Medal.
McDowell, T. J.
McDowell, Wm. John
McDowell, James
McEwan, John M.
McEwan, R.
McElwee, Robert
McEachern, Percy
McGee, William J.
McGeehan, Joseph
McGhee, Alfred
McGillivray, R. N.
McGorman, A. F.
McGovern, T.
McGroarty, Thomas
McGregor, John
Military Medal.
McGregor, R.
McGrade, Owen
McGrath, Frederick
McIlhagga, S.
McIntosh, P.
McIlree, W. F.
McIlree, John
McIlroy, Robert
McIlvenny, Frank
McJanet, Thomas
McKane, James
McKarman, Hugh
McKay, Angus
McKay, George
McKay, Robert L.
McKay, Edward D.
McKay, George
McKee, O. F.
McKee, Joseph
McKee, W. C.
McKellar, D. B.
McKelvie, Robert
McKinley, F. A.
McKinley, John
McKinley, Lauder
McKinnell, George
McKinstry, Warren
McKinstry, Lindsay
McKnight, B. H.

McKnight, R.
McLaughlin, Thomas
McLagan, Robert
McLeod, R.
McLeod, George
McManus, John
McMaster, W. L.
McMurray, S. R.
McMurtry, B.
McMillan, J. E.
McMillan, Harold
McMillan, Arthur
McMullen, Gordon
McNeilly, L. E. D.
McNeilly, A. H.
McNish, James M.
McPherson, Charles
McQueen, Hugh
McTavish, John H.
McTavish, H. P.
McWhirter, Samuel
McWaters, Roy R.

Nash, Fred. H.
Neal, S.
Needham, F.
Neil, A.
Nelson, Thomas A.
Nesbitt, J.
Military Medal.
Nevin, T.
Newland, F. C.
New, F. C.
Newman, R. W.
Newitt, W. G.
Newton, M.
Newton, Charles
Newton, Harold
Niblock, J.
Nichol, W. M.
Nichol, Fred.
Nicholls, G. L.
Nichols, D. J.
Nicholson, L. J.
Nikloff, William
Nix, W. H.

Nixon, D. A.
Nixon, Scott
Nixon, F. C.
Noble, F. W.
Nolan, B.
Norman, A. G.
Norman, E.
Norman, Samuel
Norris, William
Norris, F. V.
Norris, A. F.
Northam, B. A.
Norwich, Joseph E.
Norcup, W. H.
Nugent, W. A.
Nugent, Fred.
Nurse, C.
Nurse, Edward
Nutter, Charles
Nye, James

Oakley, Henry
O'Connell, Gordon
O'Connell, I. Lloyd
Offenburger, Henry
Ogg, G. D.
Oldfield, William
Olliver, Graham
Olliver, R. H.
Military Medal.
Olsen, F. L.
Olsen, Ole
Military Cross and Croix de Guerre (Belgian).
Olsen, D.
Olton, Arthur J.
Orchard, William
Orme, Robert
Orrett, Fred.
Osborne, William G.
Osborne, Robert
Osborne, William C.
Osborne, W.
Osborne, C. H.
Owen, E. L.

Page, Albert
Palmer, S. T.
Palmer, Bert.
Palmer, H. G.
Palmer, A.
Palmer, Edward A.
Palmer, George
Palmer, William
Papineau, Louis J.
Paris, George
Park, Ed. J.
Parks, Harold
Parker, G. A.
Parker, John W.
Parker, David
Parker, A. C.
Parker, John H.
Parkinson, R. W.
Partridge, A. F.
Pashler, W. S.
Patton, William
Patten, J.
Patterson, Albert
Patterson, George
Patterson, J. G.
Patterson, R. W.
Patterson, Jack
Paterson, Robert
Paterson, R. M.
Pavey, Donald
Payne, Leslie
Payne, James
Payne, Victor
Paynter, William L.
Peat, John
Peat, A.
Peat, Richard
Peace, William
Peach, A.
Peacock, John
Peacock, Reg.
Pearse, C. W.
Pearce, C. H.
Pearl, Harold
Peare, R. H.
Pearson, Ernest
Peck, Walter
Peers, Joseph
Peer, Stanley
Peglar, W. H.
Penton, John
Penton, J.
Peppiatt, H.
Pepperdene, L. A. W.
Percy, Andrew
Order of St. George (Russian).
Perkins, H. A.
Perkins, William
Perrett, Charles W.
Perrin, Eugene
Perry, Walter
Perry, R. W.
Peters, W. K.
Peters, Herbert
Peterkin, T. G.
Peterson, Cyril
Petterson, J. E.
Petlack, I.
Pettigrew, D. J.
Phyers, George
Philips, George
Philips, F. G.
Philips, W.
Philips, J.
Pickett, Percy
Military Medal.
Pierce, Frank
Pike, George
Pilnick, R.
Pippy, A. R.
Pitts, W. A.
Pizim, Samuel

Pogue, William E.
Polson, James
Pollard, F. D.
Pollock, D.
Pollack, A.
Ponting, H.
Pooley, Ed. C.
Poole, C. D.
Poole, J. G.
Poole, T. D.
Poole, H. J.
Popert, O.
Porter, Samuel
Porter, Wallace
Porter, Joseph
Potts, H. R.
Potts, William
Potter, Harold
Potter, Earle
Powers, F. H.
Powers, H.
Powers, W. H.
Powell, John
Powell, John
Powell, H. W.
Poyntz, A. R.
Pratt, Edward
Price, R. S.
Price, Willaim
Priddle, L. M.
Prichard, C.
Pringle, H.
Proudman, J. W.
Prosser, A.
Prudham, Paul
Prudham, R.
Pryce, W. H.
Pryce, Thomas
Pudsey, Frank
Pullen, H. W.
Pullen, Charles
Pullock, L. B.
Purvis, W. J.
Purvis, Norman W.
Putt, Thomas

Quayle, George
Querengesser, Fred.
Quigley, John
Quigley, Fred. F.

Rabjohns, Harold
Raciot, Albert
Radcliffe, Harry
Radcliffe, Mac.
Radcliffe, H. M.
Radcliffe, Ernest
Rainey, Alex.
Raisofsky, N.
Ralph, Harold
Ramsden, John C.
Military Cross.
Ranesbottom, C. D.
Rankin, Neil
Ratcliffe, W. C.
Distinguished Service Order with Bar.
Ratcliffe, George
Ratcliffe, Gilbert
Rawlinson, G. J.
Rayfield, William
Ray, D.
Raymer, Gordon
Read, F. G.
Read, Gordon
Read, G. J.
Reeder, C. T.
Reesor, Percy
Reeve, C. H.
Reeve, Thomas W.
Reeves, L.
Reid, C. D.
Reid, H.
Reid, Sydney
Reid, John
Reid, James P.
Reid, A. W.
Reid, Andrew
Repath, Victor
Reynolds, Herbert
Reynolds, Nelson
Rhodes, A. C.
Richards, N.
Richardson, A.
Richardson, W. O.
Richmond, H.
Riddell, William J.
Ridings, T.
Rider, C. E.
Riley, David G.
Riley, William
Risley, C.
Ritchie, H. G.
Ritchie, Cecil
Ringland, Jack S.
Rivers, F.
Roach, A.
Robert, H. B.
Roberts, H.
Roberts, Benjamin
Robb, John E.
Robb, Robert John
Robb, A.
Robb, James
Robbins, M.
Robertson, J.
Robertson, Robert
Robertson, D.
Robertson, Herbert
Robertson, Thomas
Robinson, Harold
Robinson, Roy
Robinson, D.
Robinson, Thomas
Robinson, H.
Roblin, Frank
Rock, James
Rodway, A. J.
Rogers, A. D.

Rogerson, A. M.
Roper, S.
Rose, Percy
Rose, C. F.
Military Medal.
Ross, David
Ross, T. R.
Ross, H. S.
Rothwell, R.
Rowe, James
Rowe, William
Rowe, B. J.
Rowland, John
Rowney, A.
Rumbell, F. W.
Ruse, John R.
Russ, W.
Russell, Frank
Ryan, William
Ryan, Frank
Ryckman, Roy
Rymal, George

Salmon, S. W.
Sampson, Robert A.
Sampson, W. J.
Sanders, Arthur
Sanders, George C.
Sanders, P.
Sands, N.
Sandford, William J.
Sanderson, Thomas F.
Sangster, Albert
Saunders, Walter
Savage, L.
Scarborough, H. E.
Scammell, Sidney
Scaife, Charles
Scanlon, Michael
Scott, F. M.
Scott, Norman
Scott, Ed.
Scott, Vern. A.
Scott, George E.
Scott, Harvey
Searle, Maurice
Seaman, E. R.
Sedgewick, Gordon
Sedgewick, Samuel
Seeds, Thomas
Sellers, Leslie
Semper, John
Senior, Arthur
Shapiro, J.
Shapter, John
Shaw, Charles
Shaw, C.
Shaw, John
Shepherd, F.
Shephard, W. F.
Shephard, Frank E.
Sheppard, Samuel
Sheffield, Charles
Sherwood, John E.
Sherman, Hymie
Sherman, Isidor
Sheldon, C.
Shields, John
Shierlaw, George
Shifflin, Louis
Sholl Fred.
Showler, Percy
Siberry, Fred.
Simister, Charles
Simpson, A.
Simpson, J.
Simpson, John
Sim, William M.
Sims, Charles A.
Simmons, William
Simmonds, William L.
Sinclair Duncan
Sinclair, John
Sinclair, Harvey
Sinclair, Noel
Singleton, Thomas
Skinner, Archie
Slack, A. C.
Slatter, W. H.
Slater, W. H.
Slater, F. E.
Sloan, James
Sluce, Sydney
Sluman, Albert
Sluman, Sidney
Smart, Alfred
Smiley, R.
Smollett, C.
Smith, John A.
Smith, Robert S.
Smith, Hugh G. W.
Smith, Charles
Smith, Hugh
Smith, Albert J.
Smith, Joseph
Smith, Benjamin
Smith, Alex. M.
Smith, William
Smith, Reggie
Smith, H. H.
Smith, Alex. G.
Smith, Gordon
Smith, R. J.
Smith, William
Smith, W. T.
Smith, F. C.
Smith, Thomas R.
Smyth, Hugh
Snelling, Laurence
Snell, Charles E.
Snook, Gilbert
Snyder, Fred.
Somical, Dan.
Southgate, Chas. S. C.
Southern, Harry
Sparks, Harry
Spain, W.
Spear, Fred.
Spears, Sidney

Speers, Louis
Spicer, James H.
Spracklin, George
Spratt, Harold
Sproule, Fred. G.
Sproule, Robert
Sproule, William
Sproule, Roy
Srigley, R. J.
Staden, Ellis
Staden, Ed. H.
Stamp, Lorne James
Stamp, Stuart
Stanley, Wm. H. C.
Military Cross.
Stanley, Percy
Stanley, George J.
Starling, Ernest
Starling, Clissold
Starling, Roy
Statom, Sidney
Stansfield, Joseph T.
Steele, Harry
Stephens, L.
Stephens, William G.
Stephens, Ed.
Stephen, Vincent
Stephen, Andrew
Stephen, James
Stephenson, James B.
Stevens, Alfred
Stevenson, Ernest B.
Stevenson, Ernest
Stevenson, Ernest
Stewart, Andrew
Stewart, O. I.
Stewart, S. J.
Stewart, Joseph M.
Stewart, Martin
Stewart, David
Stewart, H. L.
Stewart, D.
Stewart, F. J.
Stewart, W. S.
Meritorious Service Medal
Stiles, J.
Stinson, F. J.
Stitt, H.
Stockill, Albert
Stone, H.
Stonehouse, David L.
Strachan, J.
Stubbs, Allen
Strype, D.
Military Cross.
Sullivan, Basil
Sullivan, Gerald
Sutherland, William
Sutherland, Alex.
Sutherland, Roy
Sutherland, J.
Swirles, Albert
Switzer, H. F.
Swan, William
Sweetman, Kirby
Sweetland, Richard
Sylvester, William S.
Sylvester, J.
Syme, G. M.

Tait, Clifford
Tait, Ernest
Tait, Thomas W.
Tait, R. F.
Tanner, Theo. H.
Tatton, Stewart J.
Military Medal.
Tate, William
Taylor, Roderick
Taylor, Francis
Taylor, George F.
Taylor, Erie
Taylor, Henry
Taylor, Herbert F.
Taylor, Wilfred
Taylor, James
Military Medal.
Taylor, A. C.
Taylor, G. E.
Taylor, Ernest
Taylor, Fred.
Taylor, James
Taylor, Ed. George
Taylor, George
Teasdale, George
Telford, Samuel
Telford, W. H.
Telfer, Thomas G.
Terry, Ernest W.
Terry, Arthur G.
Tetaert, John M.
Tew, F. E.
Thain, Albert
Thomas, Harold
Thomas, Leslie
Thomas, C. E.
Thomas, Columbus
Thompson, Allan
Thompson, Samuel
Thompson, John A.
Thompson, Adam
Thompson, John
Thompson, Harold
Thompson, John
Thompson, Thomas
Thompson, Joseph
Thompson, Robert
Thomson, Clarence
Thomson, Alfred
Thomson, James
Thomson, A.
Thom, Leonard
Thornton, Arthur
Thorpe, Thomas
Thorn, Albert
Tickell, William S.
Tiley, Thomas
Tipping, Robert John
Tisdall, Alfred
Tite, Valentine

Tittersou, Earnest
Titterington, James
Titmarsh, James
Todd, H. G.
Tomlin, George A.
Tomalin, Robert
Toman, Harry
Toombe, Henry G.
Tooze, Waring
Townsley, Charles
Tozer, Albert
Train, G. M.
Treble, George
Tressider, John
Tripp, Marshall
Trimble, E. R.
Trivett, Howard
Trombley, Leo.
Truscott, C.
Tugman, Ernest
Turner, Gordon
Turner, A.
Turner, F.
Distinguished Conduct Medal and Order of St. George (Russian).
Turner, J. R.
Turner, Percy
Tweedie, James
Twiner, Percy J.
Twiner, H.
Tyler, G. E.
Tyler, George E.
Tyler, George
Tyler, J. W.
Tyler, G.
Tynegate, William
Tyrrell, Ed. J.

Udell, Frederick
Upton, William F.
Urquhart, William

Vamplew, J.
Van Paassen, P.
Vance, Herbert
Varmicelli, R.
Vear, Reginald
Veitch, George
Vernon, James
Van Norman, H.
Vessey, James
Vincent, A.
Vincent, Edward
Vince, Fred.
Virgin, William H.

Wade, William J.
Wagland, George
Wakelin, Charles
Waines, Albert
Waite, Charles A. L.
Wakefield, Horace
Walker, George Thos.
Walker, Edward
Walker, Daniel N.
Walker, John T.
Walker, John A.
Walker, Alex.
Walker, Richard
Walker, J. T.
Waldron, Norman
Walmesley, Gordon
Wales, R.
Wallas, Charles H.
Walls, F. B.
Walton, William
Walton, R.
Walton, A. H.
Walters, John W.
Ward, Arthur B.
Ward, William
Warden, Samuel
Warburton, Wm. H.
Wardrop, William
Warner, Harold
Warren, E.
Warren, George
Warren, Charles
Washington, Geo. C.
Wasson, William G.
Waterman, William V.
Watkins, Frederick C.
Watson, Robert S.
Watson, Charles J.
Watson, George
Watson, Alonzo B.
Watt, James
Weaver, E. F.
Webb, F. G.
Weir, Elgin
Weir, Edward
Weir, E. J.
Welburn, Jack
Wells, C. G.
Wells, W. M.
Wells, William H.
Wells, William
Wemyss, James E.
West, Louis
West, George
Westcott, W. L.
Wetherall, W. J.
Wheeler, W. S.
Wheeldon, L.
White, Bert. M.
White, Albert
White, Arthur E.
White, S.
White, Wilfred
White, J.
White, Robert B.
Military Medal.
White, J. W.
White, R. H.
White, P. W.
White, Sydney
Whitehead, Dixon
Whitehead, Arthur

Whitehead, Walter
Whitehead, Herb. A.
Whitney, Edgar
Whitney, W. C.
Whittle, H.
Whyte, Murray
Wilson, Robert T.
Wilson, James
Wilson, Ed.
Wilson, Douglas
Wilson, Allen
Wilson, Harry
Wilson, Herbert
Wilson, Benjamin W.
Wilson, James H.
Wilson, E.
Wilson, R.
Wilson, Charles M.
Wilson, Humphrey
Wilson, James
Wilson, John
Wilson, John
Wilson, Robert
Wilson, H. S.
Wilson, Gladstone
Wilson, John J.
Wickham, Murray
Williamson, Charles
Williamson, Earl B.
Williamson, Wm. D.
Williams, Matthew
Williams, Wilfred J.
Williams, A. C.
Williams, Charles
Williams, Herbert
Williams, Herbert
Williams, Jack
Wildman, Percy
Wilkes, O.
Wilkes, Ernest
Wilkins, Herbert
Wilken, George
Wilkie, Thomas G.
Wilde, Albert
Wilkinson, Edward
Wills, P.
Willis, J. Edgar
Wiltse, H. S.
Willcock, Albert
Willmott, L.
Willstrop, Fred.
Wing, Horace
Winter, J.
Wolfraim, M. O.
Wolman, Issy
Woodburn, George
Woollacott, A.
Woods, J. D.
Woods, William James
Woods, John
Woods, William J.
Wood, Wyburn
Wood, Walter C.
Wood, Fred.
Wood, Ernest
Woodcock, William J.
Woodcock, Herman
Woodyard, Milford
Woodward, Russel K.
Worsell, H. D.
Worth, John T.
Wort, G. M.
Wortley, John Henry
Wright, John H. E.
Wright, V. W.
Wright, Frank B.
Wright, Gordon
Wright, Jack
Wright, D. Gordon
Wright, George
Wyatt, Oliver
Wylie, John A.
Wyllie, William
Wyllie, William D.
Wyse, Alex.

Yeates, Joseph
Young, William J.
Young, Peter
Young, Melville L.
Young, Herbert
Young, Gerald
Yule, Andrew
Yule, Lloyd

WINNIPEG

Abraham, W.
Abraham, R. W.
Adams, E. C.
Adams, J.
Military Medal.
Adams, N.
Adams, James
Adamson, B.
Adey, E. J.
Adey, Harry
Adey, S
Agnew, W. J.
Military Medal.
Aker, J. W.
Alexander, W. H.
Allan, Andrew
Allan, T.
Allen, J.
Allen, Jack
Allen, Richard
Allen, W.
Anderson, W.
Anderson, W.
Anderson, J. F.
Apelt, W.
Archer, A.
Armer, H. E.

Armstrong, H.
Armstrong, G. L.
Arnot, W.
Arthur, J.
Ashton, W.
Ashton, T. J.
Ashton, J.
Athey, F.

Bailey, A. B.
Bailey, C. W.
Bailey, A. E.
Bain, T.
Bainard, B.
Baird, A.
Baldwin, W.
Balme, H.
Ballingall, G. W.
Military Medal.
Barnes, W. S.
Barnes, A.
Barnes, E. O.
Barr, J.
Barnby, A.
Barbour, W.
Barker, E. H.
Barton, G
Barron, F. G.
Bartholemew, W.
Bartlett, E.
Barclay, G.
Bates, W.
Bathgate, G.
Baudains, S. T.
Baylis, C. P.
Beattie, J. E.
Beattie, E. A.
Beal, W.
Beare, A. E.
Beard, L. K.
Beaver, B.
Beck, A.
Beecher, A. W.
Bell, R. D.
Belway, R.
Belway, F.
Distinguished Flying Cross.
Belyea, J.
Bent, R. W.
Benest, P. D.
Bender, A.
Bergstrom, N.
Military Medal.
Bergman, A.
Berry, S.
Berard, D.
Binnie, J.
Bingham, O.
Bird, J.
Bishop, P. S.
Bjornson, C.
Blackstock, W.
Blackledge, W.
Blair, J.
Blaydon, R. A.
Blaha, S.
Blackburn, C.
Blundell, I. M.
Blunderfield, H.
Boisselle, C.
Bonner, P. R.
Booth, J.
Boothroyd, A.
Boulanger, A.
Boutilier, J.
Bowness, R.
Bowler, E.
Bowfield, H.
Bowie, A.
Military Medal.
Bowton, J.
Boyce, R.
Bray, W. J.
Brazier, A.
Brady, H.
Brady, R.
Brandon, W.
Bradley, J. A.
Bramley, G.
Bracken, R. H.
Bradshaw, C. W.
Britton, H.
Brison, G. E.
Brighty, T.
Bristow, F. H.
Military Medal.
Brockie, D. M.
Brooksbank, A. J.
Brown, G. B.
Brown, C.
Brown, J.
Brown, G.
Brown, H.
Brown, R.
Brownlaw, H. J.
Bryden, J.
Bryant, S.
Buckingham, F. J.
Buckboro, B. N.
Burr, W.
Burgess, R. J.
Burns, R.
Burns, T.
Burden, W.

Caldwell, L.
Calliton, R.
Campbell, J. M.
Campbell, T.
Campbell, W. J.
Campbell, Joseph
Campbell, N.
Campbell, A.
Campbell, W.
Campbell, J.
Campbell, W.
Cameron, R.
Cameron, S.

Cant, R.
Carter, W. B.
Carr, R. W.
Carson, G.
Carson, T.
Carley, W.
Cassie, A.
Cassidy, C.
Chambers, S. C.
Chambers, J. A.
Chambers, J.
Chattey, R. H.
Chase, J.
Chatwin, G.
Chandles, H. E.
Chapman, G.
Chapman, A. E.
Chamberlain, P. H.
Chettle, J. H.
Cheyne, J.
Cherry, R. B.
Chidley, A. J.
Chisolm, J. F.
Chown, H. A. T.
Christian, F.
Christian, G. R.
Military Medal (mentioned in despatches).
Christie, G.
Christie, L. E.
Christopher, H. R.
Christmas, T.
Church, A. M.
Clarke, E. S.
Clarke, A.
Clark, P. T.
Clark, J.
Clarke, R.
Clark, H. H.
Clarke, J.
Clare, C.
Clash, A.
Clayton, W.
Coghill, G. M.
Colville, E. N.
Collins, R. J.
Collins, A.
Colburn, J. A.
Compton, G.
Conn, C.
Cooke, H.
Cook, W.
Cooke, J.
Cooke, W. E.
Cook, T.
Cooper, F.
Copper, M.
Copeland, J. H.
Copeland, J.
Corbett, F.
Cortens, N. A.
Coulter, A.
Coulter, S. S.
Courtland, F.
Cousineau, J.
Coutts, R.
Cowan, A. V.
Cox, J.
Craik, C.
Crawford, G. A.
Crisp, E.
Crofts, S.
Crozier, T. E.
Crook, W.
Crow, R.
Crowe, Thomas M.
Cross, G.
Crossley, G.
Crowston, E.
Crooks, W. L.
Cue, E. V.
Cullen, J.
Cummings, C.
Curry, W.
Curry, R.
Cuthbert, F. G.
Cuthbert, C.
Dailley, W. G. B.
Dalgamo, W.
Dancer, V.
Daniel, T.
Davidge, J.
Davidge, M.
Davey, W.
Davidson, W.
Meritorious Service Medal.
Davidson, J. F.
Davies, E. C.
Davies, Fred.
Davis, J.
Davis, D.
Davis, E. C. H.
Davis, G.
Daw, A. H.
Dawe, H.
Dawes, G. J.
Dawson, R. A.
Dayton, J. L.
Deeley, F.
Deffries, J.
De Graff, W.
De Mont, R. P.
Dennis, W.
Desaleux, J. B. A.
Devers, J. G.
Deveille, M.
Dick, J. C.
Dickenson, A. I.
Dickenson, W.
Dicks, H.
Digby, O. G.
Digby, W. K.
Dixon, H.
Dixon, J. H.
Dodds, William T.
Don, Charles
Don, R.
Don, T. R. H.

Donaldson, T.
Military Medal.
Donigan, W.
Doyle, J.
Dougall, T.
Douglas, W.
Dowsett, E. C.
Drury, W. G.
Dryden, J.
Dryden, V. A.
Ducksneau, R.
Duckenfield, A.
Duff, J.
Duncan, W.
Dundas, M.
Dyer, L.

Earvons, J.
Easterfield, W. J.
Eastman, E. A.
Eaton, A.
Edgar, J. S.
Einerson, H. H.
Elders, F. H.
Elerick, J.
Eley, H. V.
Ellerby, H.
Ellis, H. S.
Ellis, J.
Elsey, R.
Elwell, C. H. W.
English, R.
Evans, J.
Espie, R.

Falconer, E.
Fanning, Orr
Faraday, R. H.
Farler, J.
Farmer, S. T.
Farquhar, A. A.
Farquhar, M.
Farrell, H.
Farrell, R. W.
Faubister, J. W.
Fenton, Fred.
Ferguson, Miss I.
Ferguson, A. G.
Ferguson, N.
Ferrier, A.
Ferrier, Alex.
Field, R. D.
Finlayson, W.
Fisher, J.
Fitzgerald, F.
Flack, J.
Flowers, F. G.
Forbes, Norman
Ford, H. S.
Foxley, J.
Francis, N.
Fraser, A. C.
Fraser, J.
Freeman, H.
Fryday, J.
Frye, Harry B.
Funston, R.
Fyffe, T. A.

Galer, F.
Gallacher, W.
Game, F. C.
Gange, W. H.
Gardiner, F.
Garside, F.
Galt, W. J.
Geller, J.
Gemmill, A. E.
Genttion, D.
Gibson, C.
Gibson, J.
Gibson, S.
Gibson, Thomas
Gilchrist, W.
Gledhill, A.
Glenn, W. F.
Glover, N.
Godfrey, J. A.
Gooch, A.
Good, F. G.
Goodrick, E. A.
Goodridge, C.
Goose, V.
Gould, J. B.
Goulet, Alfred J.
Goulty, F. A.
Graham, Charles
Grassick, F. A.
Graves, O.
Gray, N. D.
Graydon, E. J. P.
Green, A. E.
Green, A. L.
Green, C.
Green, C. W.
Green, E. S.
Green, Robert R.
Greenall, Joseph T.
Greer, Mrs. S. J.
Gregg, Robert
Gregor, L. L.
Gregory, F.
Gregory, L.
Gregory, R. H.
Greig, Leo. L.
Greave, C.
Grimes, H.
Grover, T.
Gueran, A. H.
Guest, H.
Guest, J. T.
Gunn, A.
Gunn, W. B.

Haddow, Robert
Haines, H.
Hale, C. G.
Hall, F.
Hall, N. L.
Hamilton, A.

Hamilton, G. J.
Hamilton, J.
Hamilton, S.
Hammett, W.
Hand, E.
Hand, P.
Handley, W. E.
Hanford, E. E.
Hanks, N.
Hanna, J. J.
Hanna, O.
Harden, J.
Harding, H. H.
Harding, James
Hardy, C.
Hardyment, A.
Harris, A.
Harrison, A.
Harrison, G. T.
Harrison, E. B.
Harrold, E. B.
Harrold, D. G.
Harron, T. J.
Hart, G.
Hartley, J. C.
Harvey, J.
Hawkins, C.
Hawkins, J.
Hawkins, R. J.
Hayward, P.
Hazel, D.
Headingban, C.
Hellernd, W.
Henderson, A. Z. D
Henderson, J. W. A.
Henderson, R. W.
Henderson, S. A.
Herget, W.
Heselton, T.
Hewetson, G.
Hickman, C.
Hiddleston, J. R.
Military Medal.
Hildred, J.
Hill, B.
Hilland, David A.
Hillocks, J.
Hind, C. R.
Hitchcock, Frank
Hives, Francis R.
Hobby, R.
Hodgson, William
Hogg, J. T.
Holden, W.
Holmes, A. R.
Holtz, C.
Homer, E.
Hooper, R. F.
Horn, A. K.
Horstead, R. H.
Houston, L. W.
Howe, A. E.
Howell, H.
Hughes, C.
Hughes, J. H.
Hughes, R. G.
Humphries, R.
Humphries, W. S.
Hunter, H. G.
Husband, J.
Husband, P.
Hutchings, G.
Hutchinson, G. D.
Hutt, Robert
Hutton, C. P.
Hutton, R. H.
Hyde, J. R.
Hyslop, J.

Iles, Harold
Imrie, Peter
Ingram, W.
Irwin, G. H.
Izatt, D.

Jackson, S. J.
Jacobson, A.
Jacquin, M.
Jaggard, F.
Jamieson, J. A.
Jarvis, Albert
Jarvis, H. A.
Jarvis, N. C.
Jenkins, J.
Jennings, F.
Jepson, R. W.
Jessup, G.
Johnson, Alex.
Johnson, E.
Johnson, F. D.
Johnson, G.
Johnson, J. F.
Meritorious Service Medal.
Johnston, Albert C.
Johnston, E.
Johnston, J. H.
Johnston, W. A.
Johnston, William F.
Johnston, W. R.
Johnston, W. S.
Jonasson, T.
Jones, A. E.
Jones, David
Jones, H.
Jones, R. V.
Jones, V. R.
Jones, W.
Jupp, D.

Kane, H
Kay, H.
Keane, J. P.
Keel, R.
Keele, L. A.
Keenan, J.
Kellar, A. K.
Kelley, A. E.
Kelly, W.

Kenlag, A.
Kennedy, C.
Kennedy, J. D.
Keough, G. W.
Keough, H.
Keough, R. D.
Kerr, Colin A.
Kerr, J. M.
Kerr, R. B.
Kincaid, A.
Kincaid, James
King, J. J.
King, L.
Knight, C.
Kyle, William

Lainsbury, J.
Lake, A. W.
Lang, R. D.
Laraway, Harley
Lassall, H.
Latimer, G.
Law, A. B.
Law, W.
Lawrence, F.
Lawson, A.
Lear, T. J.
Lee, C. H.
Legg, H.
Legg, T. L.
Leitch, J.
Lemontais, J. R.
Leneham, Albert
Le Neveu, C.
Leslie, J.
Lewis, N.
Lewis, P. E.
Lewis, W.
Liddy, Fred.
Lindsay, C.
Line, J.
Littlejohn, J.
Livingston, E. N.
Lloyd, Miss I.
Lookes, S.
Loane, A. W.
Loggie, John M.
Lomer, D. W.
Long, N.
Long, M.
Longmore, H.
Longstaffe, P. H.
Lord, Alfred
Lord, W. H.
Lucas, F.
Lunn, Frank
Lunney, R. E.
Lyons, F. A.
Distinguished Conduct Medal.
Lyons, James A.
Lytle, A. C.

Mackay, J. D.
Mackie, D. L.
Madgwick, L. C. E.
Military Medal.
Mahood, A.
Mallinson, H. B.
Malloy, W. R.
Malcolm, W. C.
Manson, G. B.
Marshall, A. R.
Martin, R. R.
Martin, A. J.
Martin, W.
Martin, R.
Martinuzzi, P.
Mathers, R.
Mawson, M.
Maynard, J.
Meadwell, N.
Melhuish, F. C.
Mercer, J.
Metcalfe, W. S.
Mewha, P.
Milady, T. S.
Mills, F. C.
Miller, J.
Millar, C.
Miller, J.
Miller, T.
Miller, J. D.
Milford, W.
Mindenhall, L.
Mitchell, R. N.
Mitchell, J. W.
Mitchell, T. A.
Mitchell, A. C.
Mitchell, C. F.
Mitchell, G.
Mitchell, A. H. H.
Mitchell, W.
Moir, J.
Montgomery, W.
Montgomery, J. A.
Moodie, J. W.
Moon, G.
Moon, L.
Mooney, E.
Moore, W.
Moore, G. L.
Moore, C. F.
Moore, A. V.
Moore, H. E.
Moore, J.
Moorehouse, H.
Moran, H.
Morine, W.
Morden, H. N.
Morgan, R
Morgan, G. A.
Military Medal.
Morgan, W.
Morrison, W. B.
Morrow, R.
Morris, F. W.
Morris, H. S.
Mortenson, M.

Morton, J
Mountain, R. W.
Mowll, W. R
Distinguished Conduct Medal (mentioned in despatches).
Mowll, G.
Mowll, S. E.
Mudge, A. B.
Mulholland, T.
Mulligan, J.
Murphy, J.
Murphy, M.
Murphy, S. A.
Murray, T.
Musker, A.
Muskett, J. C.
Meritorious Service Medal.
Mutton, E. W.
Myers, C. F.
Military Medal.
MacDonald, Herbert
MacDonald, R. A.
MacDonald, Hugh
MacDonnell, D.
MacKenzie, D. A.
MacKenzie, J. W.
MacKinnon, A. W.
Military Cross.
MacLeod, J. J.
MacPherson, E.
McAllister, R. J.
McArthur, A.
Military Medal.
McArthur, C.
McBride, Ivin
McCallum, A.
McCallum, John
McCallum, A. M.
McCann, H.
McCarthy, A.
McCarthy, T.
McCay, J.
McClelland, T.
McClure, J. B.
McClure, H.
McConnell, G.
McConnell, W.
McCormick, E. J.
McCullough, R.
McCrea, W.
McCuaig, H. A.
McDermitt, R.
McDill, W. A.
McDonald, D.
McDonald, W. J.
McDonald, J.
McFadzean, G. D.
McFarlane, W.
McGimpsey, J. C.
McGregor, T.
McKay, D. J.
McKay, G.
McKellar, J.
McKenzie, A.
McKenzie, F.
McKendrick, D. C.
McKendrick, C. R.
McKeown, J.
McKinnon, W. R.
McLean, H. R.
McLean, H.
McLeod, G.
McLeod, William
McMillan, A.
McMillan, R.
McMillan, J.
McMillan, W. J
McMillen, A
McMullen, D
McMurray, J.
McPherson, R. A.
McPherson, R
McPherson, A
McQuat, G. A.
McQueen, R.
McQueen, D.
McRoberts, J.
McVicar, R. J.
McWalter, A.

Neil, A.
Neill, V.
Nero, A.
Newland, F. C.
Newton, E. S.
Niblett, J. A.
Nichols, C. F.
Nixon, W.
Noble, R.
North, A. E.
Northmore, W.

Ogston, W.
Ogston, J.
Olmstead, M. E.
O'Malley, C. R.
Orr, J.
Osborne, C. H.
Osmond, B. O.

Page, W. F.
Palmer, H. G.
Palmer, A. J.
Palmer, F.
Pargeter, B.
Park, F. O.
Park, H. O.
Park, E.
Park, J. H.
Parker, H.
Parkinson, W. C.
Parslow, F. E.
Parsons, W. J.
Parnitsky, H.
Patrick, B.
Patton, W. R.
Patterson, W. A.

Patterson, L.
Patterson, R.
Patterson, R. W.
Patterson, J. G.
Pattulo, C.
Payne, A.
Peare, R. H.
Pearce, N. H.
Meritorious Service-Medal(Medaille Barbatie si Credinta of Roumania).
Pearce, W.
Pearce, V.
Pedwell, H. W.
Pendrich, T. H.
Pennock, W. R.
Peters, F. R.
Phair, G.
Phillips, F. W.
Phillips, E. D.
Serbian Gold Medal.
Phillips, T.
Phillips, G.
Picken, J. W.
Piggott, O.
Pike, P.
Distinguished Conduct Medal and Military Medal.
Pilkington, J.
Pinchin, W. J.
Pirie, C. W.
Pitts, F. H.
Place, W. R.
Pollock, D.
Pollard, F. D.
Poole, R.
Poole, T. D.
Poole, S.
Powers, W. H.
Price, W. G.
Price, Miss F.
Pritchard, J.
Puddy, V. T.
Purdy, C. D.
Purpur, H.
Purslow, J. H.

Quarrington, A.
Quinn, J.

Rabey, W.
Rackham, W. H.
Radcliffe, J. T.
Ramsay, S.
Rankin, R.
Rands, A. C.
Rea, R.
Redpath, J. D.
Reed, G. H.
Reese, C. A.
Reeves, G. E.
Reid, S.
Reid, W. C.
Reid, W. S. G.
Reid, H. M.
Remington, J.
Restall, H.
Reynolds, H.
Richard, L. F.
Richardson, S. E.
Richardson, E.
Ridley, B.
Riddell, S.
Riddibough, G.
Rigden, J.
Ringrose, C. R.
Ringrose, L.
Ritchie, D. R.
Ritchie, T. A.
Rivers, F. W.
Robb, J.
Roberts, V.
Roberts, C. T.
Robertson, S.
Robertson, R. C.
Robertson, E. R.
Robertson, N. R.
Robinette, T.
Robinson, J.
Robinson, F.
Robinson, R.
Robson, G.
Rodgers, E.
Rodway, C.
Rooke, B.
Ross, C.
Ross, R.
Row, J.
Rowan, R.
Rumsey, L. C.
Rushforth, H.
Rutherford, M.
Ryan, W. Y.

Sainbury, W.
Sale, E.
Sanderson, G.
Sanders, E.
Saunders, A.
Savage, G. R.
Shack, W. B.
Shack, F. C.
Schaumloffel, R.
Schackelton, L.
Scott, J. G.
Scott, W.
Scott, G.
Scott, W. G.
Scott, F.
Military Medal.
Scott, A.
Scott, R. D.
Military Medal.
Scott, D. J.
Scott, W. J.
Scott, H. D.
Scoular, R.
Scullion, G. B. C.
Seal, W. J.

Seabright, W.
Seed, W.
Shaw, H. H.
Shaver, W. W.
Shakeshaft, F.
Sherwood, H.
Shenton, W.
Shiels, A. E.
Sibbald, C. R.
Silberry, R.
Silvey, C.
Silverwell, H.
Sim, P. S.
Simpson, C.
Simpson, C.
Simpson, A. E.
Simpson, W. J.
Simpson, W. B.
Simpson, J.
Simons, E.
Sinclair, J.
Skidmore, F.
Slipper, R.
Sloan, W.
Sloane, E.
Smalley, W. T.
Smee, R.
Smits, J.
Smith, S.
Smith, H.
Smith, A.
Smith, E. B.
Military Cross and Distinguished Conduct Medal.
Smith, W. T.
Smith, J. D.
Smith, S.
Smith, S. W.
Smith, P.
Meritorious Service Medal.
Smith, E. C.
Smith, S.
Smith, A.
Smith, A.
Smith, R. R.
Smith, G.
Smyth, E. R.
Smyth, A.
Sneddon, R.
Snell, H. E.
Sommerville, G. S.
Sonsteby, E.
South, C. G.
Southern, T. H.
Meritorious Service Medal.
Sparling, H.
Sparrow, E.
Speers, C. A.
Speed, C.
Spencer, R.
Sprunt, P.
Stall, M.
Standen, D.
Staines, F.
Staunton, D.
Steen, R. J. H.
Steenson, W.
Stewart, L.
Stewart, James
Stewart, W.
Stewart, A. C. B.
King's Parchment.
Stewart, J.
Stewart, G.
Stewart, J. H.
Steele, R.
Steele, H. A.
Stevens, W. H.
Military Medal.
Stevens, A.
Stevens, A.
Stevenson, J. H. J.
Stevenson, A.
Stephens, R. N.
Stephens, W. A.
Stephenson, H.
Still, Jack
Stitt, F.
Stirland, W.
Stine, I.
Stone, F. C.
Stork, S.
Stout, A.
Strome, R. A.
Street, R.
St. Pierre, F.
Styles, A. C.
Military Service Medal.
Sutherland, W. F.
Sutherland, A.
Swanson, P.
Swanston, W. A.
Swail, R.
Swift, G.
Sym, A.
Syme, J. F.

Taggart, S.
Taylor, R. C.
Taylor, N. M.
Distinguished Conduct Medal and Military Medal.
Teale, W.
Tease, F. G.
Military Medal.
Tedeschi, L. B.
Tevendale, R.
Thom, J. R.
Thompson, Harry
Thompson, W.
Thompson, H.
Thomson, D.
Thomson, J.
Thorbaldson, M.
Thorlakson, G.
Thorp, E.
Tinline, F.

Timoney, P. V.
Todhunter, L.
Tolman, G. W.
Tompkins, H.
Tompkins, F. J.
Topham, J. A.
Torbett, J. R.
Torrens, A.
Townsle, R
Tribble, C R
Trickett, C
Trotter, G. A.
Tullock, B.
Tupman, L.
Turner, I. W.
Turner, W.
Turner, J. R.
Turner, W. P.
Tyrie, J.

Underdown, G.
Unitt, S.
Unwin, J.

Vaillancourt, V.
Vance, G.
Vaughan, G. D.
Venton, J. S.
Verinder, A. B.
Vernon, W. H.
Vicary, N.
Vickers, A. E.
Vinall, F. A.
Vinall, H. H.

Walker, D. C.
Military Medal.
Walker, S.
Wall, W.
Wallace, A. G.
Wallace, R.
Wallace, R.
Wallace, T.
Walsh, W. J.
Walters, R.
Ward, J.
Ward, J. H.
Military Medal.
Ward, S.
Ward, T.
Military Medal.
Wark, C. R.
Warwick, E. R.
Wasson, D.
Watertson, G.
Watkin, S. K.
Watson, R.
Wattum, B.
Webb, F. N.
Webster, J. R.
Weir, G.
Weiss, R.
Wellard, F. T.
Wells, A.
Wells, C. S.
Wharton, H.
Wheeldon, L.
Whish, A. E.
White, J. L.
Whitehead, H. B.
Whitehill, A. E.
Whitney, A.
Whitton, J. V.
Wiggins, W. E.
Wildman, L.
Wilkinson, J.
Wilkinson, P.
Willard, W.
Williams, H.
Williams, T. A.
Williams, R.
Williams, S. H.
Military Cross.
Willison, J.
Wilson, C. J.
Wilson, F. B.
Wilson, J.
Wilson, J.
Wilson, R.
Wilson, R.
Wilson, W.
Wilson, W.
Wilton, R.
Windley, H.
Winpenny, J. R.
Wompinford, B. J.
Woodman, J.
Woods, P. A.
Woods, S. L.
Worrall, T.
Wren, R.
Wright, A. J.
Wright, G. C.
Wright, J.
Wright, M.
Wright, R.
Wright, W. B.
Wrigley, A.

Yells, A. J.
Yoke, A.
Young, G.
Young, H. G.
Young, J.
Young, V.
Yule, H.

HAMILTON

Campbell, P.
Dunn, William
Harris, G.
Hastings, Albert
Kellond, Herbert
Marshall, Charles
Mortimer, Jack
Shuart, George
Wilkinson, A. W.

MONTREAL

Amey, A. G.
Beaver, Charles
Burns, Leo
Davies, George T.
Military Medal.
Robb, R.
Thompson, William

OSHAWA

Kinton, F. F.

LONDON

Bryant, C. L.
Military Cross.
Gunning, E. T.
Hart, E. S.
Military Cross.
Herdman, Francis
Military Medal.
Maden, William H.
Pound, K. J.
Russell, S. F.
Shepherd, F. M.
Finlinson, H.
Oakley, Walter
Military Medal.

MANCHESTER

Blackwood, B. B.
Charnock, L.
Cowburn, William
Hall, L. B.
Hallworth, F.
Ochiltree, John B.
Stuart, Charles A.
Taylor, A. C.
Whittacker, C.

PARIS

Chavance, F.
Cossan, E.
Lebret, L.
Croix de Guerre.
Pilliett, Paul
Sycinski, L.
Croix de Guerre
Virton, M.
Croix de Guerre

NEW YORK

Bauer, Fred.

PART VI

THE CELEBRATION OF THE JUBILEE

THE STORE IN 1919

AN immense place, occupying all but a few slices of a city block, most of it five stories high, some of it eight. Entrances on four streets—three on Yonge Street, two on Queen Street, two on James Street, and one on Albert Street—admitting, at the opening of the doors at eight-thirty in the morning, from three hundred to three thousand customers; elevators and escalators carrying them hither and thither to different points on the far-flung floors. A vast storehouse of things pertaining to the clothing, housing and feeding of the community, to its occupations, diversions, and various trends of taste. Long stretches of space assigned to the wants of the little tots—everything requisite for the nursery, the schoolroom, and the indoor or outdoor place of play. Whole departments featuring respectively youths' and misses' garments. Others devoted solely to the sundry details of women's attire: gowns, cloaks, suits, blouses and skirts. Others given over in wide extent each to handkerchiefs, perfumes, veils, neckwear, laces and embroideries, millinery, footwear, hosiery, underclothing, gloves, ribbons, buttons, "notions," and fabrics of every usual kind— cloth, silk, velvet, crepe and diaphanous tissues. Others again to the needs of men—clothing, headwear, and "furnishings." Still others set apart for the showing and selling of jewelry, umbrellas, pocket-books, shopping bags and traveling paraphernalia. Broader areas occupied by such things as make for the comfort, charm and convenience of the modern dwelling—floor-coverings, wall-coverings, draperies, linens, china, glass and lamps.* Other sections committed to the full equipment of the housewife—to the supplying of cook-

*In September of Jubilee Year, the House Furnishing Departments moved to the main and second floors of the Furniture Building. In the first months of 1919 they were still in the Store.

A NEW YEAR AND A NEW ERA

In December, 1869, on the south-west corner of Yonge and Queen Streets, my father laid the foundation of this business, therefore the year 1919 will be

THE STORE'S GOLDEN JUBILEE ANNIVERSARY

In 50 years there have been great changes in Store-keeping.

Fifty years ago the custom was no fixed prices, no return of purchases and no redress in case of error. Sometimes one was even pestered to buy. Shopping was no child's play. It was a match of wits, so it was usually done only by the Head of the Home.

In contrast to-day even a child may do the purchasing either in person, by Mail Order or Telephone, without any thought of being imposed upon.

This tremendous change though looked upon as modern is not a modern idea in this Store. It is the result of adhering to the principles laid down by my father fifty years ago. *His first advertisement announced what was then a startling innovation: "We propose to sell our goods for Cash Only; in selling goods to have only One Price."*

Then came his daring guarantee: *"Goods satisfactory or money refunded."* And with these came the welcome message that *"No one is to be importuned to buy."* All this soon developed a new spirit of helpfulness and mutual confidence; and shopping became a pleasant pastime, instead of a disagreeable necessity.

Nor was the Public alone considered. It was the custom for people to leave some shopping until Saturday night, and so it was not uncommon to keep stores open until midnight on Saturdays.

My father had experienced in his apprenticeship days the hardship of the last day in the week being the longest. It was therefore a great thing for the staff when he abolished Saturday night shopping by closing every Saturday at six o'clock even during the Christmas season.

In order to shorten the hours on Saturday, the Public had to be induced to do more shopping on Friday. This was accomplished by my father instituting "Friday Bargain Day."

But what a boon it was when during the hot summer months the store began to be closed at one o'clock on Saturdays! On that occasion I remember him saying to me *"It will not be in my day, but I hope you will live to see the Store closed all day Saturday. The week's work will be done between Monday morning and Friday evening. Saturday will be a day for play. Sunday will be a day for rest and worship, and people will return to work on Monday morning refreshed in body and in spirit."*

On this our Year of Jubilee can any more fitting tribute be paid the memory of the Founder than by making another great stride towards the realization of his dream ?

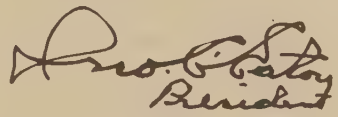
With this intent, the Store will close at one o'clock on Saturdays throughout the year, except during July and August, when the Store and Factories will remain closed all day Saturday.

Such a shortening of the hours for week-end shopping would increase the already heavy pressure on Fridays. **Therefore, instead of on Friday, we shall make THURSDAY JUBILEE BARGAIN DAY.**

By such means we hope to make the daily task a little easier for our large and loyal staff, and to give still better service to you, the Canadian Buying Public, who have, by your support, helped us to make this a Store that now ranks among the greatest in the world. Our Jubilee Motto will be: *"Better Service."*

On the first morning that the Store was opened in 1869 it was probably my father himself who unlocked the door. On the first morning of our Golden Jubilee Year the door of 190 Yonge Street is going to be opened by one who keeps his memory ever green. **My mother has graciously consented to unlock the door with a Golden Key on the morning of Thursday, January Second, at 8.30 a.m.**

Our Jubilee Year is happily also the first year of Peace. May the New Year be for one and all the beginning of a New Era of the best kind of progress--an Era of Service based on mutual Good-will.



Reproduction of announcement from Sir John Eaton, published in all Toronto newspapers on December 31st, 1918.

ing utensils, laundry apparatus, cleaning facilities, meat, fish, fruit, groceries and dairy produce. A section for drugs—the filling of prescriptions by qualified chemists—toilet preparations, and cameras. Space set aside for the sportsman —for his many and diverse demands, from fishing tackle and motor boats to golf balls and automobile sundries; for the agriculturist—for the engines, the cream separators, the chicken-coops, wagons and the myriad other appurtenances that make for up-to-date farming. And still other sections maintained for the satisfaction of the intellectual and artistic—with books, musical instruments, pictures, flowers and plants as their stock-in-trade. A studio for the taking of photographs. A rest room and writing room. A place to check your parcels and wraps. A Cafeteria and a Grill Room for breakfast, lunch and afternoon tea. A vast emporium fulfilling the desire of its creator: The Greatest Good to the Greatest Number; pursuing the policy he formulated: "A Square Deal to Everybody"—the people we sell to, the people we buy from, and the people who work for us; drawing strength and sustenance from its own Factories at home, and its own buying organization at the great markets abroad; and projecting its activities into other parts of the Dominion through its Mail Order here, and its auxiliary Store and Mail Order at Winnipeg. Eaton's of the Jubilee Year of 1919!

MRS. TIMOTHY EATON OPENS THE DOOR ON JUBILEE MORNING

To usher in the Fiftieth year of the Store's business, the wife of the Founder unlocked the door with a golden key at 8.30 a.m. on Thursday, January 2nd, 1919.

MRS. TIMOTHY EATON UNLOCKS THE DOOR

FLAGS are flying from every window, a gay-striped awning canopies the doorway of the main Yonge Street entrance, crowds throng the sidewalk, and the atmosphere of the dull, dry January morning is charged with expectancy. It is the first shopping day in 1919, the year of the Store's Jubilee, and Mrs. Timothy Eaton is coming to unlock the door with a golden key—a little ceremony of sentiment to commemorate those far-off days of 1869 when it was the custom of Mr. Timothy Eaton, himself, to open the Store each morning.

Motor cars, with the Eaton family and certain intimate friends, glide up to the curb; Mrs. Eaton accompanied by her son, Sir John C. Eaton, approaches the doorway, and as the City Hall clock strikes half-past eight, the wee gold key is slipped into the lock, the doors are pushed back, Mrs. Eaton and her party pass over the threshold, and the inauguration of the fiftieth year of business proceeds within the Store.

Here all is in readiness for the reception to Sir John and his gracious Mother. Row upon row of employees, thousands of them, line the main aisle, and swarm into every available space beyond, eager to pay homage to the widow of the founder of the institution and to express their gratitude to her son for his New Year's Message relating to Saturday holidays. The party is formally received by the Board of Directors, the honors being done by Mr. Harry McGee in the dual capacity of second vice-president of the Company and the employee of longest service in the Store. A small girl in a white frock, the youngest employee, presents Mrs. Eaton with an old-fashioned bouquet of violets, rosebuds and mignonette, Mr. McGee calls for three cheers, and the roar of the hurrahs is taken up by the multitudes who have pressed in from the

THE STORE GIVES A ROUSING WELCOME TO MRS. TIMOTHY EATON AND MEMBERS OF HER FAMILY

street through the other entrances—a Public seemingly only too glad to add its voice to the mighty outburst of appreciation.

Then there is a moment of quiet: an orchestra stationed on a palm-decked platform towards the centre of the Store breaks into the first notes of the Doxology, and a special choir of three hundred employees sings "Praise God From Whom all Blessings Flow." Before the end is reached, countless other voices have joined in the sublime Hymn of Thanksgiving.

* * *

Before Mrs. Eaton proceeds on a tour of the great emporium—with memories turning backward, you may depend, to the little twenty-four by sixty foot shop of '69—she is presented with another bouquet of flowers by Miss Martha Taylor, one of the women employees of longest service, who from personal experience knows the intimate and kindly interest taken by Mrs. Eaton in the smaller Store of earlier years, when individual acquaintance with its workers was possible.

Then the party passes on to the elevators, those with Sir John and his Mother including Lady Eaton and three of her young sons, Timothy Eaton, the second, John David, and Edgar; and Mrs. Timothy Eaton's daughter, Mrs. C. E. Burden, and her son, Major W. F. Eaton.

And such a rush of people up the stairways and escalators to get a glimpse of the receptions on the other floors when hundreds more employees accord hearty greetings to Mrs. Eaton and her family, the cheering led by the heads of the departments and echoed by the hundreds of spectators, the pervading spirit of enthusiasm being irresistible. The bigness of the achievement, the significance of the progress of fifty years, and the innate forcefulness of the originator of it all, seem to be sensed alike by those who have come upon the scene inadvertently or by intention.

Up to the Seventh Floor, then down to the Basement, and finally across through the subway to the Furniture Building, to which point the choir has already proceeded, and where the warmth and volume of the greeting is beyond all measure of description. A happy arrangement of comfortable chairs permits a brief rest for the party, while the choir sings "O Canada," an item on the programme which is followed by the presentation to Mrs. Eaton by Miss Haskett, another employee of many years' service, of a replica in gold, of the little first store at Queen and Yonge Streets, intended, ostensibly, for the safe-keeping of the Golden Key. A solemn singing of the National Anthem followed by three rousing cheers for Sir John C. Eaton, brings the memorable event to a close. Jubilee Year has been well and truly launched.

* * *

At the Jubilee Luncheon tendered later in the day to Mrs. Eaton and her party by the President and Directors of the Company, there was but one toast—to the well-beloved lady who had played the chief part in the morning ceremony. It was proposed by Lady Eaton, who said:

> "As this is an informal and unusual luncheon, I shall deliberately reverse the order and say,—Mrs. Eaton, the family, members of the greater Eaton family, Your Honor*, ladies and gentlemen, I consider it a great privilege to be allowed to express a few of the thoughts that are rioting through my brain to-day, clamoring for utterance.
>
> "Among the beautiful pictures that hang on memory's wall, is that of my first meeting a member of the Eaton family. He (Sir John) was then, as now, an agreeable companion. What impressed me most was his great devotion to his father and mother. Years have passed but that has

* The Mayor of Toronto was one of the guests.

not changed, and whatever happiness there is for him in the celebration of this Golden Jubilee to-day, comes from the fact that he has been able to crystallize his father's ideal and do honor to his mother.

"From his father he inherits vision and the ability to seize the opportune moment to do a courageous thing, in a business sense, for the betterment of workers.

"From his mother, he inherits kindness, consideration for the comfort of others and generosity.

"There are many things that, in the early days of my acquaintance with the family, seemed strange. There was the term 'Governor' by which Mr. Eaton was called by the majority of those connected with the firm, and I could not quite understand it; it did not seem quite right, but I soon learned it was a term of affectionate regard for one whom they loved and honored. After I became a member of the family, I learned that not only did Mr. Eaton always refer to Mrs. Eaton as 'Mother,' but that, to those of the firm who knew her best, she was also 'Mother.' If I may, I'll read these few lines which describe the beauty of this better than words of mine:—

'God thought to give the sweetest thing
In His Almighty Power
To earth; and deeply pondering
What it should be, one hour
In fondest joy, and love of heart
Outweighing every other,
He moved the gates of Heaven apart,
And gave to Earth a Mother!'

"And now I ask you to rise and drink a toast with me—To 'Mother'."

THE FEATURES OF THE MONTHS

Time, you old gipsy man,
Will you not stay,
Put up your caravan
Just for one day?

All things I'll give you,
Will you be my guest,
Bells for your jennet
Of silver the best,
Goldsmiths shall beat you
A great golden ring,
Peacocks shall bow to you,
Little boys sing,
Oh, and sweet girls will
Festoon you with May;
Time, you old gipsy,
Why hasten away?

—*Ralph Hodgson.*

Verily it is in the spirit of these whimsical little verses that the Jubilee has been kept—as though Time, being entreated, has indeed put up his caravan, and the Store's Fiftieth Anniversary, its great Golden Birthday, extended over, not a day, but a year. According to the promise of the poet, have little boys sung and sweet girls festooned Old Time with May; pageants and plays and music have decked the Jubilee months with a fairy-tale variety.

January was made memorable by tableaux of old-time fashions—beginning with the polonaises, paletots and quaint flat bonnets of 1869 and running up the generations of styles through the period of bustles and glove-fitting bodices, through 1894 and its absurd exaggerations in sleeves, up to 1919 and the straight line silhouette. Staged on the third

floor, some delightful backgrounds were achieved, the climax reached in a completely equipped drawing room of fifty years ago, with its right end and left end sofas, its Brussels carpet luridly patterned with roses, its paintings by Jacobi and Bruneck, even to its gloomy gray wall-paper scrolled in gilt. Most of the costumes were graciously loaned by old Torontonians—supplemented by others designed from ancient fashion plates in New York—and day after day through the month attracted interested crowds of onlookers.

* * *

February was given over to demonstrations of old-time industrial methods—proving one of the most successful attractions the Store has ever featured. The five shopping floors gave themselves over to the idea in the most whole-hearted manner. A hand-loom in the floor-coverings department creaked through its antiquated processes in the making of rag rugs according to the methods of fifty years ago, the throwing of its old wooden bobbin appearing all the more wasteful of time by contrast with the automatic workings of the modern power machine set up alongside and turning out the rugs of present-day type. With his Quaker costume and solemn countenance, the man at the loom was a most picturesque relic of other times.

The printing of wall-paper by old "hand-blocks," as in the days of the Store's inception, drew crowds of spectators, who went away with a better realization of the labor involved in the higher priced papers of to-day, which boast this same ancient "hand-blocking."

Hooked mats, hassocks, antimacassars, framed mottoes, and a dear old lady engaged in the gentle art of tatting, characterised the old-time sitting-room which claimed much attention from the passers-by in the drapery department. On the third floor, a group of dressmakers in the full gathered skirts, and lace-trimmed bodices of fifty years ago, cutting away with hand scissors, pressing with a flat iron, sewing with a treadle sewing machine, and making button holes

THE OLD CHEMIST SHOP OF FIFTY YEARS AGO

One of the exhibits in the Jubilee display of old-time methods featured in the Store in February of 1919. As you might easily imagine, it is sulphur and molasses he is mixing in the mortar.

WHEN HANDS WERE USED TO BLOCK THE PATTERN ON PAPERS

Another old-time process demonstrated in the Wall-Paper Department at the Jubilee display of how things were made in 1869.

QUILTING IN THE QUAINT SURROUNDINGS OF 1869

They make patch work quilts in the country even these days, but the worked mottoes, the trimmed brackets, the tidies and the stuffed owls are not as common as they used to be. This was another Store exhibit in February of 1919.

THE OLD-FASHIONED TAILOR SHOP

This demonstration of old-time methods evoked many a reminiscence from old gentlemen who remembered the days when tailors sat thus on the table, and heated their pressing irons on the coal stove.

by hand, afford a striking contrast to the adjacent exhibit, of garment-making a la modern process—with cutting machine, high speed sewing machines, etc., all operated by electricity. The old-time shoemaker with his awl and waxed thread, the girl making envelopes, and the girl binding books, the old potter at his wheel, the dames of fifty years ago at work at their quilting frames, the tailor sitting cross-legged on the table in his dark little shop sewing away at a Prince Albert coat, the two lacemakers with their glass-beaded bobbins flying in and out of the threads on the fat pillows, the farmer surrounded by ancient appurtenances such as gooseneck ploughs, old wooden drag and butterfly harrows, a hand-power millstone, and rakish buckboard—these were a few of the other sights.

Moving picture films were made of the exhibits before this entertaining and instructive "feature" came to an end with the advent of another month.

* * *

March for Spring fashions—and 'twill be a long day ere those Promenades of Styles in March 1919 will be forgotten by those who sat in the comfortable chairs of the "auditorium" in the Furniture Building viewing the Spring Pageants of smart toggery. First came that of New York models—a magnificent array of suits, gowns, cloaks, skirts, blouses, and millinery for women, misses and children displayed by twenty or more mannequins brought on specially from New York, their number supplemented by as many more Canadians, adepts in the same calling. The Jubilee Girl in a hooped frock of blue and gold satin provided a piquant contrast to her slim-skirted sisters of fifty years after.

Then three weeks later L'Exposition de Modeles de Printaniers—one of the most masterly presentations of styles which the Store has ever achieved; a presentation by mannequins of a collection of costumes and millinery by Bulloz, Doucet, Jeanne Lanvin, Bernard, Martial et Armand, Callot, Jenny, Premet, and other far-famed couturiers,

rushed out to Canada, fresh from the Paris Openings. One believes that no such extensive and exclusive consignment of original models had ever before been imported into this country.

In April, dedicated to House Furnishings, the week's lectures by Professor Frank Alvah Parsons, of the New York School of Fine and Applied Art, on subjects related to the furnishing and adornment of a house, made one of the outstanding attractions of the season, his authoritative and entertaining addresses attracting not only women but a large concourse of men—artists, students, teachers, and architects.

* * *

"And you shall touch with your finger tips, the fairy gates and golden,"—Jubilee doings in May revolved round the charmed precincts of Childhood. A delightful little fantasy of blossoms, bunnies and nursery rhymes, with an interpolation of trained goats—alas! a certain nanny devoured one of the fairies' tulle dresses hanging on a peg behind the scenes—introduced the month in general and the showing of children's wearables in particular.

The bridal month of June inspired another pageant of fashions. The bride of 1869, demure and dainty, and the bride of 1919, self-reliant and chic—it made an interesting tableau. The needs of the trousseau and the new home were the resounding note through the month. And in July—everything took on a sportive air: The main floor of the Furniture Building was transformed into "Jubilee Park"; canoes floated on a miniature lagoon, cooling drinks were dispensed at old hickory tables beneath green-leafed trees, and programmes of English, Irish, Scotch, Welsh, and Canadian music were featured on succeeding days.

And so on through the year—every month some interesting attraction to celebrate this happy Semi-centenary of the Store.

EMPLOYEES' PRESENTATION TO SIR JOHN C. EATON ON HIS GRANTING OF THE ALL-DAY HOLIDAY

A TRIBUTE OF GOODWILL

THE head of a colossal modern industry standing in the midst of thousands of his employees, receiving from them a tribute of their esteem—for which they have subscribed to the amount of $20,000—such was the unique and significant scene enacted on June 24th, 1919, to which Sir John C. Eaton was accorded the leading part.

When the Toronto staff of the T. Eaton Co. laid plans for such a gathering for the purpose of expressing thanks to the President of the Company for his notable Jubilee contribution to shorter hours, they engaged the Armories for the event. A smaller building would have been inadequate. And thither they betook themselves after five o'clock on the afternoon mentioned, surging in from the Store, Mail Order and Factories, everybody eager to send up a cheer for the man who had conferred upon all workers in his employ the mighty boon of the all-Saturday closing in July and August, and the half holiday on Saturdays the rest of the year. Moreover, the formal presentation was to be made of the tangible evidence of their good will—of the X-Ray Wing erected in the Hospital for Sick Children, in honor of Sir John C. Eaton, and of the cot endowed in his name in the same institution. Lady Eaton had been consulted as to what form the gift to Sir John should take; this was her beneficent choice.

What with the flag and palm decked platform, the band of the 110th Regiment booming out gay music, the big choir of employees in the gallery, ready to lead in the singing, it was an imposing sight. But it was strictly a family affair—everybody bound in the same relation to the central figure on the platform: a great enthusiastic Eaton con-

course: Managers, Message Boys, Salesmen, Shippers, Elevator Men, Floor Walkers, Auditors, Bookkeepers, Parcel Girls, Shoppers, Saleswomen, Milliners, Waitresses, Telephone Operators, Designers, Cutters, Machinists, Clerical Staff, Artists, Ad. Writers, Printers, Proof Readers, Wagon Drivers, Photographers, Drug Clerks, Hair Dressers and many others too numerous to classify. Many of the number had worked under Eaton auspices for twenty-five years and more; they remembered the Founder of the business; they had known the present Head from the time he had entered the Store and started work in the Parcel Room. One of the staff of the Drapery Department acted as Chairman.

The address, read to Sir John by an old employee, the foreman of the composing room of the Printing Department, was as follows:

Sir John Craig Eaton, K.B., S.S.D.:

"On this the eve of our first all-Saturday holiday, we, the employees of the T. Eaton Co., Limited, Toronto, wish to express our sincere appreciation of your most generous and considerate action as set forth in your notable announcement of December 31st, 1918, in closing the entire business every Saturday afternoon, and all day Saturday during the months of July and August.

"This voluntary shortening of our working hours is a magnificent climax to the many industrial reforms which the name of 'Eaton' will be associated with for some time. Your father, the late Timothy Eaton, gave earnest thought and unstinted aid to any measures whereby his employees might become healthier, happier and more useful citizens of the Canada he loved. With that aim in view he courageously established early closing, followed by the introduction of the Saturday half-holiday for the summer months. You have ever maintained and developed this progressive policy.

"In recognition of the latest proof of your leadership in this respect and of the very practical and generous form it has taken, we, the many hundreds of men, women, boys and girls

WELCOME TO H.R.H. THE PRINCE OF WALES

One of the largest Union Jacks ever manufactured, this flag, which decorated the front of the north section of the Store on the occasion of the Prince of Wales' visit to Toronto in August of 1919, was 125 feet long and 65½ feet deep, nearly 1,000 yards of bunting being required for its making. The statue over the doorway portrays Miss Canada extending a welcome to Britannia; the figure of Peace, with broken sword, hovering in the background. Mounted on the pilasters at either side are the soldiers of the British Dominions Overseas.

COPYRIGHT CANADA 1919

PRINGLE & BOOTH, TORONTO

HIS ROYAL HIGHNESS THE PRINCE OF WALES

He came, he saw, he conquered—was the historic phrase ever more aptly applied than to the capture of Canadian hearts by the Prince of the Sunny Smile? The tour of the Dominion in 1919 by the Heir Apparent to the British throne has been the outstanding social event of the first year of Peace—as was the visit to Canada of Prince Arthur, Duke of Connaught, son of Queen Victoria, the chief social event of 1869.

who will benefit so immeasurably by the extra hours thus afforded us for rest and recreation, desire to commemorate the occasion with some tangible and permanent evidence of our appreciation and of the high esteem in which you are held.

"Knowing how keenly you are interested in the welfare of suffering little ones, we feel that our tribute could take no more acceptable form than the endowment of something permanently helpful. Learning that the Hospital for Sick Children required more spacious accommodation for X-ray equipment, we have erected a suitable addition to be used exclusively for this purpose. We have also endowed a cot in the same hospital, taking the liberty of naming it, in your honor, the 'Sir John Craig Eaton Cot'.

"In this way we hope in some small degree to symbolize the kindly, thoughtful interest you have always shown in the welfare of those in the company's service, and assuring you of our sincere appreciation we herewith attach our signatures."

As Sir John accepted the handsomely bound volume containing the address and the 12,000 signatures of employees appended thereto, a roar of cheers broke out, and the bang and flash of the photographer added to the general excitement. When quiet was restored, Sir John replied:

"Words fail me in expressing appreciation of your gift. It gives me the greatest of pleasure to receive it because of the fact that it can be given over to the Children's Hospital. I hope the X-Ray Room will alleviate the suffering of the little ones. We all love children; God bless them. I need not say any more. I hope that the all-day Saturday holiday will be enjoyed by one and all. I thank you for your appreciation. It was my father's wish and I am glad now to be able to carry it out."

The documents indicating the gift of Cot and X-Ray accommodation were then formally transferred by Sir John to one of the officers of the Sick Children's Hospital.

It was at this point three junior employees appeared on the scene, presenting a basket of sweetheart roses to Lady Eaton, a basket of orchids to Mrs. Timothy Eaton, and a bouquet of American beauty roses to Mrs. Burnside, a sister of Sir John C. Eaton's, and a Director of the Company.

In the speech-making that followed, Hon. Dr. Cody, Minister of Education, pointed out that the gift was not only a token of personal respect and affection to the head of the firm; it was also the sign of good-will between the employer and employees, and that was especially timely to-day in Canada. It marked a new era in commerce and industry. Surely, he said, there was a time for a little leisure, a little pleasure, and a reasonable amount of treasure for the workers. They had used an unique occasion to show loyalty, and at the same time to help one of the most Christ-like and helpful of institutions in the whole country, the Hospital for Sick Children.

Thus in the year of Jubilee 1919 was one of Timothy Eaton's fondest hopes consummated: Eaton employees, to the number of 22,000, entered into the privilege of the full day Saturday holiday in July and August, and Saturday afternoons through the rest of the year.

EATON'S

1869 GOLDEN JUBILEE 191

EATON'S

1869 GOLDEN JUBILEE 1919